

REPORT TO:	CABINET 23 January 2017
AGENDA ITEM:	9
SUBJECT:	Corporate Plan performance – April to September 2016
LEAD OFFICER:	Jo Negrini, Chief Executive Sarah Ireland, Director of Strategy Communities & Commissioning
CABINET MEMBER:	Councillor Tony Newman – Leader of the Council Councillor Simon Hall, Finance & Treasury Councillor Alisa Flemming, Children, Young People & Learning Councillor Louisa Woodley, Families, Health & Social Care Councillor Alison Butler, Homes, Regeneration & Planning Councillor Hamida Ali, Communities, Safety & Justice Councillor Mark Watson, Economy & Jobs Councillor Stuart Collins, Clean Green Croydon Councillor Stuart King, Transport & Environment Councillor Timothy Godfrey, Culture, Leisure & Sport
WARDS:	all
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
<p>This report details the latest performance for the Corporate Plan 2015-18, Ambitious for Croydon performance framework approved by Cabinet on 19 January 2015. The Corporate Plan and its Ambitious for Croydon performance framework sets the strategic direction and priorities for the Council based on the priorities of our local residents. In addition it provides a borough-wide view of the performance in areas which are delivered by other public sector organisations and statutory partners.</p> <p>The borough-wide view provides an open and transparent foundation for our residents to hold the Council and its partners accountable for the delivery of key outcomes.</p>	
FINANCIAL IMPACT There is no financial impact arising directly from this report	
KEY DECISION REFERENCE NO: This is not a key decision	

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

1. **RECOMMENDATIONS**

The Cabinet is recommended to:

- 1.1 Note the latest performance for the period April to September 2016 as detailed at Appendix 1.
- 1.2 Note the achievements, progress and work to date, as detailed in this report, of delivery against the promises set out in the 2015-18 Corporate Plan.
- 1.3 Note the areas of challenge (where the Council is responsible for performance) and the work underway / proposed to address these areas as detailed in Appendix 1.

2. **EXECUTIVE SUMMARY**

- 2.1 The purpose of this report is to detail the latest performance against our Corporate Plan 2015-18, Ambitious for Croydon performance measures for April to September 2016.
- 2.2 This performance report will enable the Council and our residents to track progress and success in a way that promotes openness, transparency and accountability. The borough-wide view provides an open and transparent foundation for our residents to hold the Council and its partners accountable for the delivery of key outcomes ensuring the best possible outcomes for our residents.
- 2.3 The 20 key outcomes shape the Corporate Plan 2015-18 and the three supporting strategies, Growth, Independence and Liveability.
- 2.4 **Appendix 1** details the performance for the reported period. Where measures are subject to a reporting time lag the latest available data has been reported, this may not correspond with the reported time period. It also shows how the Council is performing against the London and national averages for those measures where comparable data is available.
- 2.5 Due to the nature of the outcomes the Council are seeking to achieve, the data for some of the performance indicators have a significant time lag nationally. In addition, due to national external changes, some indicators can or will, no longer be able to be reported. In light of this, the Council will review the performance framework for 2017/18 to reflect these changes and refresh the indicators.

3. DETAIL

3.1 Measuring our success

The outcomes that the Council is seeking for the borough and its residents are firmly rooted in the Corporate Plan 2015 -18 and it's Ambitious for Croydon framework. In order to ensure these key outcomes are achieved for residents and to shape the direction and structure of the Council's work, three principal strategic priorities have been adopted: creating growth in our economy; helping our residents to be as independent as possible; and creating a welcoming, pleasant place in which local people want to live.

The latest available performance for April to September 2016 is attached in Appendix 1 of this report. The next performance report, detailing progress made between October 2016 and March 2017 will be presented to Cabinet in July 2017.

3.2 Delivery for Croydon - Corporate Plan Promises

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

3.3 GROWTH

- Launched business growth grants scheme offering between £15,000 and £100,000 to Croydon firms with a good idea for creating new jobs. Almost £2.5m is available from the Coast to Capital partnership, a coalition of businesses and local authorities that works to boost economic growth.
- A state of the art tech business incubator and start-up space known as Tomorrow, opened in Croydon in May 2016, supported by the Council and the Greater London Authority
- Boxpark Croydon opened in October 2016 creating 50 jobs for local people; it serves food and drink through 35 outlets and will deliver over 200 music and spoken word events a year
- Inaugurated Sunday trading in Surrey Street Market, featuring a wide range of street food, an artisan baker and a variety of clothing and handmade gifts
- Reduced the percentage of the working age population on out of work benefits
- Obtained input from leading experts brought together by the Theatres Trust to our plans for the £30m refit of Fairfield Halls
- Increased the percentage of all secondary schools judged by OfSTED to be good or outstanding by 8.6 percentage points to above the national average
- Exceeded the national average and that of our statistical neighbours in the percentage of pupils achieving five or more A*-C grades in English and maths at the end of key stage 4
- Increased educational attainment by age 19 at Level 2 (equivalent to A*-C at GCSE) by 1 percentage point, exceeding London and England averages
- Set up Brick by Brick, the Council's own development company, to deliver over 1,000 new and affordable homes by 2019 across 50 council owned sites in Croydon. Proposals on 40 sites are at an advanced stage of design and have been through initial pre-application planning discussions.
- Appointed award-winning developer HUB to regenerate the Taberner House site, creating a 500-unit development with at least 30% affordable homes and 13,000 sq.ft. of employment and commercial space.

- Increased the number of homes registered with the Private Rented Property Licence Scheme to 27,000 homes (an estimated 83% of total private rented properties).

3.4 INDEPENDENCE

- Increased the percentage of eligible two years olds accessing funded early education by seven percentage points, exceeding the London average
- Enabled more people to improve their independence through reablement in the community: the number of clients still at home following hospital discharge increased by six percentage points, exceeding the London and national averages.
- Raised awareness in the community of social isolation and loneliness through a Croydon Congress meeting on 21 June 2016 in order to change the attitudes and behaviours of people and organisations in the borough and better equip the community to take an active role in addressing these issues
- Won an “outstanding” rating by the Care Quality Commission for Croydon Shared Lives scheme, which places vulnerable adults in the homes of specialist carers for day-to-day support and help
- Hosted the Stoptober Roadshow in September 2016, one of only ten places across the country to do so. The quit rate of quitters from smoking in Croydon exceeds London and national averages.
- Developed the Live Well Croydon programme, integrating separate lifestyle services to improve the health and wellbeing of people living or working in Croydon. Praised by the head of Public Health England, it includes ‘Just Be...’, an online interactive resource.
- Introduced a new prepaid card in April 2016 for recipients of direct payments, enabling them to purchase goods and services to meet their support needs and making it easier for them to manage their money
- Piloted video calling with elderly and vulnerable residents by giving them a tablet or a link through digital TV to help them to stay in contact with a family or friend online and maintain their independence.
- Increased the proportion of Child in Need assessments carried out within required timescales by 17 percentage points.
- Reduced the average time between a child entering care and being adopted to below the London and national averages
- Won second prize in the Andy Ludlow London Homelessness awards for the Council’s Gateway service for innovation in work in preventing homelessness in October 2016, and was shortlisted in the Local Government Chronicle awards in November 2016.
- Increased identification of victims of domestic abuse and sexual violence at high risk of harm, with a major rise in numbers referred to the Multi-Agency Risk Assessment Conference

3.5 LIVEABILITY

- Exceeded the London average, for household waste sent for reuse, recycling, composting or treatment by anaerobic digestion by over five percentage points.
- Launched a new garden waste collection bin service, with over 10,000 households signed up, saving £1.6m, halving the number of vehicles needed, and composting waste that would otherwise be sent to landfill.
- Designed and commissioned three murals with young people living on Shrublands Estate for three fly-tipping hotspots to cut fly-tipping
- Exceeded our target for the removal of fly-tips within 48 hours

- Held an event on 20 April to encourage people to report hate crime and to showcase support networks available for victims, with stalls run by a range of organisations
- Completion by Transport for London of the new bus station at West Croydon contributed to the redevelopment of the transport interchange to which the Council has contributed £6m of improvements to surrounding streets, improving access for 23,000 passengers a day
- Hosted two professional cycling racing events, the men's Pearl Izumi Tour Series and the women's Matrix Fitness Grand Prix Series, on 7 June 2016
- Ran a programme of summer festivals and events across the borough from May to September.
- Launched a 'cultural partnership fund' in October 2016 offering matched funding to enable organisations to secure funding for a range of cultural projects from small festivals and theatre productions to educational schemes and public art initiatives.

3.6 ENABLING

- Launched Croydon Good Employer Charter on 23 November to boost Croydon's economy by supporting the local supply chain. Signatories commit to pay the London Living Wage, create job and training opportunities for residents, buy and invest locally, and promote equality and diversity in the workplace. More than 20 companies have already signed up to it
- Hosted a Meet the Buyer event with supplier Mulalley on 27 June to sign up local sub-contractors to work on a £12m planned housing repairs contract.
- Accepted the Government's four year financial settlement, obtaining a level of certainty for future years funding assisting medium term financial planning
- Saved £7.5m over 10 years by leasing the top two floors of the Council's offices at Bernard Weatherill House to global design and consultancy firm Arcadis, bringing their 250 staff to the borough.
- Developed a Stronger Communities Strategy and Plan incorporating recommendations of the Opportunity and Fairness Commission (OFC). Sub-groups of the Stronger Communities Partnership were set up to address community cohesion, the voluntary sector and external funding.
- Launched Croydon Community Grants scheme to support community groups with grants of up to £5,000 to develop active and inclusive communities, help people care for each other's health and well-being, and tackle poverty and social exclusion.
- Was listed by Digital Leaders 100 among the top 10 local authorities in the UK for the way the Council has used technology to improve access to services and relieve financial pressures on its front-line operations
- Completed 109,313 transactions through 'My Account' in the 6 months to September 2016, exceeding the half-year target; over 25,000 customers moved to 'My Account' (self-serve) as their method of contact in the same period, exceeding the target
- Introduced two new online services: garden waste and dropped kerbs, with additional services planned to go online.
- In partnership with Go-On UK and Doteveryone, increased digital skills and access of residents, voluntary organisations and SMEs through training digital champions and recycling over 500 council computers to community organisations.
- Rolled out new laptops to staff to support agile working
- Resolved more complaints at Stage 1, as evidenced by a 2 percentage point fall in complaints which escalated to Stage 2 (compared with 2015/16)

3.7 Areas of challenge due to high demand

The Council is ambitious for Croydon and endeavours to provide a decent, safe and affordable home for every local resident who needs one and to help families be resilient and able to maximize their life chances and independence. Nationally local government and public services face significant funding reductions as well as unprecedented increases in demand for services in terms of both volume and complexity of need. This particularly impacts both support for people who are homeless and health and social care services. These challenges are reflected in our performance and highlighted below.

- Housing costs are rising and many Croydon residents are finding it increasingly difficult to afford local homes due to falling incomes and benefit changes. We have seen an increase in homelessness over the past three years resulting in more families being housed in temporary accommodation. This is a widespread trend experienced by all London boroughs, and as one of the largest London boroughs, the pressures are significant.
- The main cause of homelessness is still the loss of private sector accommodation. Rising private rents compared to the maximum housing support customers can receive is a key challenge. The freezing of Local Housing Allowance (LHA) rates for 4 years, expansion of Universal Credit and lowering of the benefit cap create more pressures. In particular, Croydon has the largest Universal Credit caseload in the country. This means there are emerging issues around rent arrears owed to the Council, as service users awaiting Universal Credit will not receive any housing support unless they are in a property for more than six weeks.
- The Council's wider prevention measures are supporting significant numbers of households to avoid homelessness, with additional successes for customers evicted from the parental home. The support includes providing legal advice, negotiating with landlords and working with the customer to create financial stability through budgeting advice, income maximisation and pathways to employment.
- Homeless numbers in emergency accommodation have risen due to the ongoing lack of affordable long term alternative accommodation. The long term strategy to tackle use of emergency accommodation, is focused on finding suitable alternatives and moving households into the private sector.
- Croydon is currently the 2nd largest borough in London with 379,000 residents. Taking account of expected housing development in the borough, this is predicted to increase by 13% by 2031. In addition, Croydon has the largest population of 0-19 year olds in London at 102,000. This is predicted to increase by 11% by 2031.
- Within this number Croydon had 872 Looked After Children in September 2016 and, of these, 450 (52%) were Unaccompanied Asylum Seeking Children (UASC). The high number of UASC is as a result of the UK border agency headquarters being located within Croydon, resulting in a proportionally larger number of UASC being housed within the borough.
- Croydon also has the second largest population of 18-64 year olds in London at 236,500 which is predicted to increase by 7% by 2031.
- The largest increase in population for Croydon is predicted to be in the older population aged 65 years and over, currently at 49,300 (3rd highest in London) and estimated to increase by 51% by 2031.

Progress against key outcomes

Overall RAG status of each key area is set out in the table below showing progress against key outcomes. The one area which is underperforming and rated as red, relates to 'providing a decent, safe, affordable home for every local resident who needs one'. The challenges faced around this area are detailed within this report.

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

4. CONSULTATION

4.1 No consultation is required.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There are no financial considerations arising directly from this report, however, attention should be drawn to 3.7 of this report where areas of high demand are creating pressure on services. With the population expected to grow in these areas there could be future financial implications and risk to services.

5.2 In addition, the Autumn Statement 2016 failed to announce any additional government funding for social care in Croydon, therefore putting further pressure on future budgets.

5.3 Welfare policies have a direct impact on homelessness and the reduction of the household benefit cap and freeze on working age benefit rates is expected to put further pressure on homelessness budgets.

(Approved by: Lisa Taylor, Assistant Director of Finance and Deputy S151 Officer)

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

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

(Approved by: Jacqueline Harris Baker, Acting Council Solicitor and Monitoring Officer)

7. HUMAN RESOURCES IMPACT

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

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

8. EQUALITIES IMPACT

- 8.1 One of the key Ambitious for Croydon outcomes is to “drive fairness for all local people, communities and places”. To support this, the performance framework has been designed to measure the disparities in outcomes and opportunities across the borough.
- 8.2 A suite of fairness and inclusion performance measures have been determined following publication of the independent Opportunity and Fairness Commission (OFC)’s key recommendations in January 2016. These performance measures are based on the Council’s statutory equality objectives that were developed in the light of the OFC’s report. They include measurements of the “gap” in terms of access to employment and housing, homelessness, child poverty, educational attainment, community safety, social isolation and life expectancy.

9. ENVIRONMENTAL IMPACT

- 9.1 There is no environmental impact arising directly from this report; however, the Ambitious for Croydon outcomes reflect the Council’s aspirations to create a place that communities are proud of, and in which people and businesses want to be.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There is no specific crime and disorder impact arising from this report; however the administration makes a commitment to ensure that local people are safe, and feel safe.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Not applicable

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 Not applicable

CONTACT OFFICER: Sarah Ireland, Director of Strategy, Communities and Commissioning.

Background documents:

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

Ambitious for Croydon

Appendix 1

Performance framework summary report
Latest data for April to September 2016

Key outcomes – measuring performance

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GROWTH – Neighbourhoods, District Centres, planning

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To create a place where people & businesses want to be	The number of small and medium business enterprises (SME's)	12,840 (2013/14)	NA	13,880	NA	No comparative data available
	Occupation rates <ul style="list-style-type: none"> • A) Office • B) Retail 	A) 66% B) 92%	A) 66% B) 92%	Annual, next update December 2016	NA	NA
	The number of apprenticeship participants within the borough	2440 (2014/15)	1130	2510 2015/16	(G)	Total number of apprenticeship framework achievements (2015/16) London, 46,280 England 503,900

GROWTH - neighbourhoods, district centres and planning

The number of SMEs has grown significantly within the borough and the Council continues to ensure further support is available to local businesses. The Council has recently awarded a contract to continue its successful Croydon Enterprise Loan Fund for another three and a half years, and has increased the lending portfolio to £4m. The new offer will enhance the existing service by introducing tailored financial services that are sector and/or place specific, with bespoke offerings for fast growing sectors and/or geographical areas such as district centres and Tier 1 Industrial areas. The Council has also published a new discretionary business rates relief scheme to promote business growth and create and safeguard jobs.

In addition to shaping local development, the Council is also driving forward delivery. In spring 2016, the government approved the Croydon Growth Zone and the Council is working on reviewing and developing the Growth Zone in order to progress a number of key infrastructure projects to delivery stage.

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

seating for shoppers and businesses in South Norwood and Thornton Heath and a recent competition to support small businesses and increase occupancy of commercial premises in South Norwood.

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

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

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. Proposals for the sites are in development with the aim of gaining planning consent as early as possible in 2017. A key aim of Brick by Brick is to deliver 50% affordable homes across its portfolio of smaller development sites.

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

GROWTH – Jobs and the economy

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To enable more local people to access a wider range of jobs	The overall JSA Claimant rate	2% (G)	2%	1%	(G)	London 1.9% (G)
	Reducing the gap between the highest and lowest wards The measure of the number of people receiving Universal Credit principally for the reason of being unemployed is still being developed by the Department for Work and Pensions. Consequently this component of the total Claimant Count does not yet correctly reflect the target population of unemployed claimants and is subject to revisions. For this reason the Claimant Count is currently designated as Experimental Statistics.	2.7%	2.7%	1.7%	(G)	No comparative data available
	Long term unemployment (those receiving JSA for 12 months or more)	0.4% (G)	0.4%	0.4%	(G)	London 0.4% (G)
	% of working age on out of work benefits	8.8% (G)	8.8%	8.7%	(G)	London 8.2% (A)
	% of young people Not in Education, Employment or Training (NEET)	2.30% (G)	2.8%	2.9%	(A)	England 4.2% (G) Quartile A DfE data matrix
	% of young people aged 18-24 who are claiming Job Seekers Allowance The measure of the number of people receiving Universal Credit principally for the reason of being unemployed is still being developed by the Department for Work and Pensions. Consequently this component of the total Claimant Count does not yet correctly reflect the target population of unemployed claimants and is subject to revisions. For this reason the Claimant Count is currently designated as Experimental Statistics.	2.9% (G)	2.9%	0.9%	(G)	No comparative data available

	The volume M2 of new Grade A commercial space delivered within the borough	New	6333	Awaiting return	TBC	No comparative data available
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GROWTH - jobs and the economy

The Council has ambitious plans for economic growth and, according to latest research, the borough is already on track as the UK's fastest growing economy with annual GVA growth of 9.3%. As the single largest office market outside Central London with 7.9 million ft² of office stock, it is home to a number of international business clusters including Financial Services, Insurance, Engineering, Digital & Tech, and Government. HM Revenue and Customs have confirmed their move to Croydon, with 2,500 employees due to occupy the whole 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 are also taking over new and refurbished offices in the area. This is resulting in significant improvements in the local employment rate.

In November, the Council held an Economic Summit, at which we welcomed the Mayor of London as our keynote speaker and the new 'Night Czar' Amy Lamé. The theme was regeneration and economic growth in Croydon, with a particular focus on the evening and night time economy in the borough. The meeting of the Local Strategic Partnership's Congress brought together delegates from the community, business, faith and voluntary sectors who are all essential in shaping Croydon's future success.

The Summit provided the opportunity to promote Croydon's Good Employer Charter which aims to boost the local economy through support to the local supply chain, creation of job opportunities and ensuring employees are paid a fair wage. Croydon's vision for growth is inclusive, with opportunity and fairness are 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 continues to use its buying power to secure employment and business opportunities for local people through its Value Croydon initiative. In addition it has established and successfully operates Croydon Works employment brokerage, which supports Croydon residents into employment, raising their skills so that they can access the new jobs being created across the borough, and also helps local businesses to access a pool of job-ready workers.

GROWTH – Education and Learning

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To enable people of all ages to reach their potential through access to quality schools and learning	Percentage of children at the end of reception year who are judged to be at a good level of development	64.7% (2014/15 academic) (A)	66%	70.4%	(G)	London 71.2% England 69.3% (G)
	% Parents offered one of their top 3 school choices (Primary)	94% (2015/16 entry) (A)	96% (2017/18 entry)	96.2% (2016/17 entry)	(G)	London 94.4% England 96.3% (G)
	% Parents offered one of their top 3 school choices (Secondary)	89% (2015/16 entry) (A)	91% (17/18 entry)	89.9% (2016/17 entry)	(A)	London 89.1% England 95% (G)
	Educational attainment by the age of 19 at Level 2	87.6% (2013/14 Academic) (G)	89% (2016/17academic)	88.6% (2014/15 Academic)	(G)	London 88.2% England 86% (quartile A) (G)
	Educational attainment by the age of 19 at Level 3	64% (2013/14 Academic) (A)	65% (2016/17 academic)	64.4% (2014/15 Academic)	(A)	London 64.9% England 57.4% (quartile A) (A)
	% of all primary schools given overall effectiveness rating of good or outstanding by OfSTED at most recent inspection	90% (September 2015) (A)	92%	86%	(A)	London 93% England 90% (A)
	% of all secondary schools given overall effectiveness rating of good or outstanding by OfSTED at the most recent inspection.	71.4% (June 2015) (R)	82%	80%	(A)	London 89% England 79% (G)
	% of Pupil Referral Units (PRU) given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015) There were no inspections during 2015/16	100%	No inspections for Q1 & Q2	NA	London 82% England 87%

% of Special schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015) There were no inspections during 2015/16	100%	No inspections for Q1 & Q2	NA	London 92% England 90%
KS2 reading, writing and maths to expected standard	New	New	54%	NA	England 53% (G)
Attainment 8 - showing pupils' average achievement in the same suite of subjects as the Progress 8 measure.	New	New	48.4% (provisional)	NA	London 51.7% England 49.9% (A)
Progress 8 aims to capture the progress a pupil makes from the end of primary school to the end of secondary school. It is a type of value added measure, which means that pupils' results are compared to the actual achievements of other pupils with the same prior attainment.	New	New	0.08	NA A progress score of above 0 means the LA is above national average	London 0.16 England 0 (G)
Percentage of pupils at the end of key stage 4 achieving 5+ A-C in English and maths (<i>previously %+ GCSE A*-C grade including English and Maths</i>)	New	New	54.9%	NA	London 59.7% England 52.8% (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 at age 5 improved significantly (by 5.7%) from 2015 to 70.4% and is now only slightly below statistical neighbours and London but higher than the national average of 69.3%.
- Furthermore, outcomes in Croydon also improved at a faster rate than London by 2%. Our Best Start 0-5 Programme will help to further enhance these improvements in the future.

Primary and Secondary Performance

- Key Stage 2 tests at age 11 showed that in 2016 the percentage of pupils achieving a combined expected level of attainment in reading, writing and mathematics was above both our statistical neighbours and national averages. This means that for the first time in at least 5 years Croydon's outcomes at the end of KS2 are above the national average.
- Achievement at the end of Key Stage 4 is positive with an improvement in the numbers of pupils making more than expected progress from Key Stage 2. The percentage of pupils achieving an A*- C GCSE in combined English and Mathematics is also above the national average. Permanent exclusions remain low.
- In September 2016 86% of primary schools and 80% of secondary schools were judged to be Good or Outstanding by Ofsted, which is higher than the national average.
- The higher percentage of schools now judged as Good or Outstanding has ensured that at key stage two we now have outcomes that are above national averages. Furthermore, at secondary level almost 50% of pupils attend an **Outstanding School**, significantly higher than the national average of 27%.

Post 16 and Higher Education

- The Council is working with partner organisations to secure the development of a new site for Croydon College on the College Green site. Discussions continue with Croydon College, Brick by Brick and the Council around the detail of relocation of the College within the Fairfield Halls and College Green redevelopment, with a planning decision for phase 1 of the development anticipated in January 2017.
- Sussex University has a presence in Croydon working in partnership with Croydon College. Further discussions with developers have taken place regarding locating an international university within Croydon metropolitan centre.

Adult and Community Learning

- CALAT secured continuing improvements in outcomes for learners in summer 2016 exams, with achievement rates now at 89% (+2%) pass rates at 94% attendance remains at 85% and retention rates remain excellent at 94.3%. All are above the national provider average. The achievement rates for both BAME groups and learners with disabilities are above the national average.
- CALAT has just retained its 'Good' inspection rating following a visit from the Ofsted inspectors. It has been found to have an excellent record for ensuring learners don't drop out of courses, and the inspection only found a few minor issues that stopped it getting top marks.

GROWTH - Culture

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To grow a thriving and lively cultural offer which engages communities & supports regeneration	The number of cultural events and programmes supported and delivered by the council across the borough representing the community	4137	Unable to set a target as previous year includes events at Fairfield Hall	471 (YTD)	NA	Local measure – no comparative data available
	Number of tourism day visits to Croydon (3 year average) <i>(The Great Britain Tourism Survey has changed the way it reports this measures from previous years)</i>	9.92 million (2012-2014)	NA	8.22 million (2013-15)	NA The margin of error for these estimates is +/-25% so this means that the change has not been significant.	No comparative data available

GROWTH – culture

Our ambition is to grow a thriving and lively cultural offer which engages communities and supports regeneration. Plans agreed in November 2014 set out Croydon's vision for the new Cultural Quarter to help spearhead the town Centre's regeneration. The Cultural Quarter around College Green will incorporate the Croydon Clocktower, Surrey Street, Exchange Square and the Minster and will be the focus for cultural events including festivals, public art and outdoor programmes.

The refurbishment of Fairfield Halls into a world class arts and cultural facility is now underway. The exceptional design for the refurbishment will ensure that the building retains its valued architectural heritage while becoming a venue fit for the 21st century and a destination centre for the arts in South London. The Council has also commenced the procurement process to secure a new operator ahead of the new facility opening in 2018.

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

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

Croydon has seen a range of cultural events across the borough, including those funded by the Council and Croydon BID. Examples include:-

- A day to mark four decades of punk rock marking the release by local band “The Damned” of the first ever punk single, ‘*New Rose*’. The day, sponsored by Croydon BID, included original artwork, free live music, and chances for people who remember 1976 to share their memories. Other events have included a Diwali Mela stage in North End and the first performance from the London Mozart Players in their new home at St John’s church in Upper Norwood.
- A two-day sell out music festival launched Croydon’s new Boxpark pop-up food and drink venue featuring some of the biggest names in grime and a free showcase celebrating the best up-and-coming musical talent. The launch of the Sunday Surrey Street market also hosts live entertainment and DJs alongside the food and craft stalls. The day is organised by local musical entrepreneurs, Beats and Eats, with support from the Council.
- International Playwriting Festival held in the Council Chamber showing how Town Hall spaces can be used in different ways to benefit the local cultural offer.
- Open House London to celebrate Croydon’s architectural offering
- Launch of the borough’s first Pridefest in August - The event was a celebration of south London’s LGBT+ community, and was the second-largest ‘pride’ event inside the M25 this year.
- Museum of Croydon exhibitions at the Clocktower. The museum is also supporting FABCroydon to deliver a Heritage Lottery Funded project to preserve and catalogue the historic collections formerly held at Fairfield Halls, to inform a decision on how these important local collections can be made accessible for local people to enjoy and learn from in the future.
- Club Soda continued to deliver their programme of arts workshops and events run for and by people with learning disabilities. This led to 1,279 instances of arts participation and 4 special events, including SoDaDa at Merton Arts Space in this period.

GROWTH - Housing

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To provide a decent, safe & affordable home for every local resident who needs one	The number of households accepted as homeless under the Housing Act	962 (R)	426 (YTD) 850 (annual)	616 YTD	(R)	No comparative data available
	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	843 (R)	750 cases	904 cases	(R)	No comparable data available
	Number of families in Bed and Breakfast (B&B) with shared facilities, 6 weeks or more	89 (R)	Less than 89 cases	149 cases	(R)	No comparable data available
	Number of market homes started (for sale or rent)	1016 (G)	1416 Annual	1372 YTD	(G)	No comparable data available
	Affordable Housing – the number of affordable homes completed (gross)	536 (A)	TBC	92 YTD	TBC	No comparable data
	The percentage of private rental housing stock licensed through the selective licensing scheme	81% Launched in October 2015	88%	83%	(A)	No comparable data
	The number of empty properties returned to use	137 (G)	100	Annual – data due December 2016	NA	No comparable data

GROWTH - housing

Housing costs are rising and many Croydon residents are finding it increasingly difficult to afford local homes due to falling incomes and benefit changes. We have seen an increase in homelessness over the past three years resulting in more families being housed in temporary accommodation. This is a widespread trend experienced by all London boroughs, and as one of the largest London boroughs, the pressures are significant.

The main cause of homelessness is still the loss of private sector accommodation. Rising private rents compared to the maximum housing support customers can receive is a key challenge. The freezing of Local Housing Allowance (LHA) rates for 4 years, expansion of Universal Credit and lowering of the benefit cap create more pressures. In particular, Croydon has the largest Universal Credit caseload in the country. This means there are emerging issues around rent arrears owed to the Council, as service users awaiting Universal Credit will not receive any housing support unless they are in a property for more than six weeks.

In October 2016 the Council updated the housing allocation scheme. Incentivising households to work with the council on solutions to prevent homelessness. It will introduce a choice-based lettings system restricting new applications to households that have lived in the borough for at least 3 years. The Council's wider prevention measures are supporting significant numbers of households to avoid homelessness, with additional successes for customers evicted from the parental home. The support includes providing legal advice, negotiating with landlords and working with the customer to create financial stability through budgeting advice, income maximisation and pathways to employment.

Homeless numbers in emergency accommodation have risen due to the ongoing lack of affordable long term alternative accommodation. The long term strategy to tackle use of emergency accommodation, is focused on finding suitable alternatives and moving households into the private sector. The Council is also working on reconfiguring its temporary accommodation portfolio towards cost neutral schemes, and reducing reliance on using the council's own social housing stock, which is believed to incentivise homeless demand.

The overview of how we are supporting vulnerable families and people through temporary accommodation is showing encouraging trends, with a reduction from 3,086 to 2,568 in the year up to September 2016. However within this, the pressure remain in emergency accommodation from both a wellbeing and spend perspective.

In August 2016 the government announced the allocations of the £1.5m New Burdens funding being allocated to Local Authorities affected by Universal Credit Full Service in 2016/17. Owing to Croydon's continued lobbying with regard to the emerging impacts of universal credit and supported by the Deputy Leader (Statutory) and Cabinet Member for Homes, Regeneration and Planning and the Cabinet Member for Communities, Safety and Justice (as lead member for welfare reform), Croydon has secured £404,963 of this fund, which equates to 27% which is the largest amount allocated to any local authority. The funding will help bridge part of the financial pressure we see in temporary accommodation, as the impact of the changes are being felt in this area.

The work to reduce homelessness and use of temporary accommodation, led to the Council being recognised in October 2016, winning second place in the London awards in innovation in preventing homelessness.

In addition to the 92 units of affordable homes completed a further 558 units are currently under construction making a total of 650 units scheduled for completion by April 2017 which represents a significant increase on the previous year. There are a further 390 units with planning permission for which construction has not yet commenced.

Planning permission was granted for 794 new market homes in addition to the number started on site this period whilst completions totaled 1372. Market homes are more likely to complete in the summer months so the high completion figure is likely to tail off over the winter months. However the figure for homes started will rise further as will the number of homes granted permission.

INDEPENDENCE – Early interventions

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To help families be healthy and resilient and able to maximise their life chances and independence	The number of families for whom a Troubled Families Outcome payment is achieved	146 (R)	240 (YTD 2016/17) 1144 (2 year rolling)	171	(R)	No comparative data available
	Conception rate per 1,000 girls (aged 15-17 years) rolling average Craig will send me an update	30.1 (September 2014)	27.6	25.6 (rolling average September 2015)	(G)	London 19.7 England 21.2 (R)
	The percentage of carers who reported that they have as much social contact as they would like	41.4% (July 2013) (No target set, London average 35.6%)	33%	31.7% (July 2015)	(A)	London (2014/15) 35.5% England (2014/15) 38.5% (R)
	The percentage of service users who use services who find it easy to find information about support	71.6% (2015) No target set London Average 72.5% England Average 74.5%)	72%	67.8%	(A)	London 71.9% England 73.5% (A)
	The percentage of carers who use services who find it easy to find information about support	60.6% (March 2013) (No target set, London average 63.8%)	61%	60.3% (March 2015)	(A)	London (2014/15) 62.1% England (2014/15) 65.5% (A)
	The percentage of people who use services who reported that they have as much social contact as they would like	45.2% (2014/15)	46%	41.9% (2015/16)	(A)	London 41.4% England 45.4% (G)
	Percentage of three and four year olds accessing funded early education	87% (Autumn 2014 & spring 15 combined) (A)	90%	86% (June 2015)	(A)	London 86% England 95% (G)

	Percentage of eligible two year olds accessing funded early education	57% (Autumn 2014 & spring 15 combined) (G)	60%	64% (August 2016)	(G)	London 57% England 68% January 2016
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INDEPENDENCE - early interventions

The Council wants to enable people and their families to remain, or become as independent as possible. We can do this through the development of strong and supportive communities, and through early intervention and prevention which reduces the escalation of need.

Croydon has the largest population of 0-19 year olds in London at 102,000 and this is predicted to increase over the coming years. Good early intervention is based on strong partnership working with local agencies across Croydon.

Troubled Families Programme

- We are currently tracking in excess of 1400 families who are receiving a range of interventions. This is consistent with the target numbers for the programme.
- By March 2017, the end of year 2 of the programme, we expect to have claimed 572 Payment By Result (PBR) outcomes. This is reflective of the time parameters required to securely evidence that families have achieved sustained progress against the identified areas of the Troubled Families Outcome Plan without regression.
- The numbers of claims are increasing on a claim by claim basis and we expect to achieve the PBR targets across the lifetime of the programme.
- We continue to explore more innovative ways to raise the profile of the programme.

Conception rate (aged 15-17 years)

- The conception rate in Croydon amongst 15 - 17 year olds is higher than the London and England average, although there has been a steady decrease in the borough in recent years. In September 2015, the conception rate was 25.6 per 1000 girls, less than half the rate in the baseline year of 1998.
- High teenage conception rates are associated with a complex range of factors including social deprivation, low income, being in or leaving care, some Black and Minority Ethnic (BME) Groups, low educational attainment, homelessness and offending. Many young people in Croydon experience one or more of these factors. Croydon has the largest population of looked after children in London, many of whom are unaccompanied asylum seeking children, and over half of young people classify themselves as belonging to a BME group.
- There are several initiatives in place that contribute to our reducing teenage conception rate. All primary and secondary school children receive sex and relationship education programmes. Schools that are in wards with higher teenage pregnancy rates receive more intense support through targeted teenage pregnancy prevention programmes.
- There is also a wide range of sexual health promotion interventions aimed at young people taking place outside Croydon's educational settings, examples include borough-wide sexual health media campaigns; the production and dissemination of sexual health information and resources; development of a sexual health information website for young people that live in South West London; targeted prevention programmes for

young people identified as being at greater risk of poor sexual health; sexual health outreach and information services as well as targeted sexual health drop-in clinics.

The Council is responding to the requirements of the Care Act through its Transformation of Adult Social Care (TRASC) Programme. Additional pressures include reductions in government funding, formulating Sustainable Transformation Plans with regional partners, increasing demand from an ageing population, many with complex needs. This multi-agency approach will enable our communities to receive personalised services and a financially sustainable adult social care system.

The Council and key partners are establishing the Croydon Alliance to commission and deliver services for over 65s social care, community and acute health, voluntary sector and prevention services in Croydon. Enabling services to be co-ordinated, seamless and focused on outcomes, sometimes referred to as our New Model of Care with the development of multidisciplinary teams with GPs and Personal Independence Co-ordinators.

The all-age disability service integrates our services for children and adults with disability. The 0-25 part provides a seamless transition for young people to adult services, and stimulates a better local offer for young people to enjoy education, employment and a quality of life in Croydon.

The Council has introduced a new prepaid card for recipients of direct payments. Enabling choice and control through this personalised service, eligible people can use it to purchase the required goods and services as set out in their support plan.

Community Empowerment Pilots

The July 2016 version of this report promised an update on a series of pilots to strengthen and enable communities to increase control over their lives. These are described below.

The Shrublands project is developing volunteers to tackle social isolation and help people access local services. Working with the Go On team, the Council has supplied recycled computers. The goal is for digital hubs to develop champions and run computer clubs.

Sentab, is an easy to use social and communication platform for over 55's to stay in touch with their family and friends through any flat screen TV. Expected outcomes include reduced social isolation, digital inclusion and increased well-being.

The community meals project focuses on engaging older people who may be isolated and vulnerable. It will use the community meals provider to identify and refer service users in need to Age UK Croydon to reduce isolation and escalation of need.

Community Connect aims to develop the Family Centre in Fieldway into a community hub. It will apply the Gateway approach to promote financial and housing stability by empowering the local community.

INDEPENDENCE – Health

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To help people from all communities live longer healthy lives through positive life choices	The estimated % of smoking tobacco prevalence – adults over 18	17.1% (December 2014)	17%	17.1%	(A)	London 17% England 18% (G)
	Life satisfaction – average score out of 10 in response to the question, overall how satisfied are you with your life nowadays?	7.38 (2013/14)	Not appropriate to set a target for this measure	7.36 (2014/15)	NA	London 7.5 England 7.6 (A)
	Wellbeing – average score out of 10 to the question, overall to what extent do you feel the things you do in life are worthwhile?	7.6 (2013/14)	Not appropriate to set a target for this measure	7.36 (2014/15)	NA	London 7.5 England 7.6 (A)
	Happiness – average score out of 10 to the question, overall how happy did you feel yesterday?	7.31 (2013/14)	Not appropriate to set a target for this measure	7.39 (2014/15)	NA	London 7.38 England 7.45 (G)
	Anxiety – average score out of 10 to the question, overall how anxious did you feel yesterday?	3.4 (2013/14)	Not appropriate to set a target for this measure	2.91 (2014/15)	NA	London 3.01 England 2.86 (G)
	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	23.1% (2013/14 academic)	23%	22.24% (2014/15 academic)	(G)	London 22.16% (A)
	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	38.3% (2013/14 academic)	37.6%	38.98% (2014/15 academic)	(A)	London 37.21% (A)
	Percentage of people presenting with HIV who have a late diagnosis (infected adults)	58.8% (2012-14)	Not appropriate to set a target for this measure	53.8% (2013-15)	NA	London 33.5% England 40.3% (R)
	Proportion of people who use services who have control over their daily life	71.5%	75%	70.5%	(A)	London 71.2% England 76.6% (A)

% of older people discharged from hospital to their own home achieving independence	84.7%	88%	90.5%	(G)	London 84.4% England 82.7% (G)
Life expectancy from birth – Men	80.0 years	Not appropriate to set a target	80.3 years (2012-14)	NA	London (2012-14) Male 80.3 England (2012-14) Male 80 (G)
Life expectancy from birth – Women	83.5 years	Not appropriate to set a target	83.6 years (2012-14)	NA	London (2012-14) Female 84.2 England (2012-14) Female 84.1 (A)
Vaccination rate (MMR2) for children at 5 years old	69.7% (March 2014/15)	90% (national target)	75.3%	(R)	London: 81.7% England: 88.2% (A)
Alcohol related hospital admissions (rate per 100,000 population (broad))	1029 (2014/15)	520.2	455 (June 2015)	(G)	London – 526 (June 2015) England – 641 (June 2015) (G)
The proportion of adults classified as overweight or obese	63% (March 2012 -14)	Sport England so not set a target for this measure	64.7% (2013-15)	NA	London 58.8% England 64.8% (A)
Under 75 mortality rate from cardiovascular diseases considered preventable (persons)	51.1 (2012-14)	53.9	48.4 (2013-15)	(G)	London 48.1 England 48.7 (G)
The proportion of people who complete psychological therapies (IAPT) who are moving to recovery	42.9% (Q3 2015/16)	50% National target	52.6% (Q4 2015/16)	(G)	England – 48.2% (Q1 2015-16) (G)

INDEPENDENCE - health

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

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

While Croydon performs similar to the London and England averages for obesity in children at Reception year, there is an increase in the rate 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 a focus on schools through the Food Flagship 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.

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

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

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

Croydon's performance on indicators relating to personal independence is slightly below average. Outcome Based Commissioning is a new approach to integrate health and social care, and incentivises providers to achieve a set of outcomes and experiences that are important to individuals. It includes the development of multidisciplinary community networks to better support people in the community; personal life planning; new personal independence coordinators; and a single point of access and information. The Falls Service has been redesigned to include a handyman service as well as osteoporosis and fracture clinics. A number of projects are in place which use digital technology to reduce isolation in older people and provide direct support through telecare.

INDEPENDENCE – Safeguarding

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	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	89.4% (G)	90%	86.7%	(A)	Local measure – no comparable data available
	Percentage of concluded adult safeguarding investigations where action resulted in risk reduction or removal	85.21% (March 2015) (G)	90%	86.8%	(A)	London – 91% England – 89.4%
	% of Child in Need assessments carried out within required timescales (45 days)	67% (R)	80%	84%	(G)	Local measure – no comparable data available
	Average time between a child entering care and moving in with adoptive family (days)	1073 (R)	625 days	402 days	(G)	London average: 618 days England average: 593 days (March 2015 adoption scorecard)
	The number of Looked After Children (LAC) cases per 10,000 children within the borough (figure without UASC 45.67)	84.43 (A)	82.88	86	(A)	London 51 England 60
	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough	39.7 (A)	42.9	39.7	(G)	England 42.1 (2013/14) Stat. neighbours 38.3 (2013/14) (G)

Number of new referrals to Multi Agency Sexual Exploitation (MASE) panel per calendar month	New	15 Monthly 180 Annual	New measure - still under development	NA	No comparative data available
Education, Health and Care (EHC) plan issued within 26 week timescale	New	Use 16/17 data as the benchmark	100%	NA	London 33% England 37% (G) (quartile A)
% of Looked After Children (under 16) who are in care for more than 2.5 years and in the same placement for 2 years	64.4% (R)	82%	67%	(R)	England average 68% (A)
Percentage of audits of children's social care case files where the case is rated as good or better	49%	55%	Awaiting data	TBC	Local measure – no comparable data available

INDEPENDENCE - safeguarding

Protecting children and vulnerable adults from abuse, harm and exploitation is of paramount importance and remains at the top of the national agenda with changes in legislation and reforms to the inspection framework which place clear responsibilities on Councils to keep people safe. Working with our partners to ensure the children and vulnerable adults of Croydon are protected remains high on the council's agenda.

The Council has worked on many aspects of safeguarding adults to address needs and risk. A Triage system has been introduced with increased staff resources improving its effectiveness and is close to achieving its 2016/17 target. Closer working with the CCG ensures a shared intelligence system is developing.

Croydon has worked to ensure services are Care Act compliant. Including embedding knowledge and practice so safeguarding follows a "Making Safeguarding Personal" agenda, where the client is at the centre of their own case and are involved in their own safeguarding actions. A Transformation of Adult Social Care (TRASC) programme work stream is focussing on integrating and mainstreaming of safeguarding practice into all social work practice, moving away from a centralised model. This will enable us to more effectively implement and embed 'safeguarding everyone's business'.

Joint Targeted Area Inspection

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

- **No children were seen to be at immediate risk of harm or exploitation.**
- There is a clear commitment from the council and partners to support some of the most vulnerable children. Partners are working effectively in many areas of practice to meet the challenges of increasing demand.
- The work of Operation Raptor, and Operation Makesafe, joint operations between the Council and the Met police, were praised for their ground-breaking work in helping to combat child sexual exploitation.
- The report singled out ‘**highly effective practice**’ by the Council in relation to Unaccompanied Asylum Seeking Children (UASC), for example in the speed with which we find foster carers for UASC when they present in Croydon.
- As with any inspection report, inspectors identified a number of areas for improvement, which we are addressing with partners over the next 12 months through a Joint Improvement Plan which has been shared with Ofsted.

Assessment timeliness

- Staff in the Assessment Teams were realigned in autumn 2015 to support improved assessment timeliness, this has proven to be successful with assessment timescales having improved significantly as a result. The percentage of Child in Need assessments carried out within required timescales (45 days) has increased from 67% in 2015 to 84% in September 2016.

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.
- As of September 2016 there were 420 local looked after children and 429 UASC. Over the last year, both the number of local looked after children and UASC has increased so our overall number of looked after children is higher.
- We are working closely with UK Border Agency ensuring that the formal system for dispersing unaccompanied child migrants to other local authorities is introduced by central government.

Adoption Timeliness

In 2015 the average time between entering care and being placed with an adoptive family was 1073 days and in September 2016 this fell to 402 days. This has improved for a number of reasons:

- Firstly, the historic cases of children who have waited a long time have now been adopted and children who have been known to us for a shorter period have of time have been tracked more robustly and placed more quickly. A small number of children have also been adopted by their foster carers.

Stability of Looked after Children

The stability of Looked After Children has improved and is currently one percentage point below the national average. Senior managers chair regular placement stability meetings to ensure that placements are offered support in order to maximise the opportunities to ensure that children benefit from consistent care.

INDEPENDENCE – Tackling the cost of living

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To help families and individuals to be more financially resilient and live affordable lives	Percentage of Job seekers allowance claimants (as a proportion of the resident population aged 16-64 - working age population)	2% (A)	2%	Awaiting latest data	TBC	London 1.9% (A)
	The percentage of households in Croydon receiving Housing benefit	22.5%	23%	20.23%	(G)	Local measure - no comparable data available
	The percentage of households in Croydon receiving Council tax support	20.8%	21%	19.26%	(G)	Local measure - no comparable data available
	Number of households engaged with welfare teams who are being provided with debt / budgetary advice	3501 (G)	3501	Due to a restructure it has not been possible to obtain the aggregated number of households engaged with all the teams involved. Figures for 2016/17 should be available for the next report.		Local measure - no comparable data available
	Number of families supported through the discretionary housing payments	1579 (G)	756 (YTD) 1512 (Annual)	543 YTD	(R)	Local measure - no comparable data available
	Number of families supported through the Croydon discretionary scheme	1150 (G)	642 (YTD) 1284 (Annual)	469 YTD	(R)	Local measure - no comparable data available
	Rate of child poverty (the proportion of children aged under 16 living in low income families)	21.8% (August 2013)	23%	21.6% (August 2014)	(G)	London average 21.8% (G)
	% of people working for the council who are paid the London Living Wage	100% (G)	100%	100%	(G)	Local measure - no comparable data available

	Affordability of private rent – median monthly private sector rent as a percentage of the median gross monthly salary	45.51% (2014)	45.51% (2014/15 benchmarking figure)	46.43% (2015)	(A)	Of the London boroughs (2015) Lowest 42.1% (Havering) Highest 73.8% (Westminster)
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INDEPENDENCE - tackling the cost of living

The economic downturn, changes in welfare benefits and tax credits have reduced the disposable income of the poorest. A third of Croydon residents are struggling financially. Helping families and individuals to become more financially resilient and live affordable lives requires a broad range of interventions to promote meaningful and long term employment and reduce the overall cost of living. Croydon also has one of the largest number of residents affected by the further reduction in the benefit cap, where over 1,400 households are losing on average £84 per week, with a cumulative annual loss of over £10m, the changes took place in November/December 2016. We also have the largest numbers in receipt of universal credit and with the freezing of Local housing allowance for 4 years from April 2016, we are predicting a large increase in the number of families requiring financial and housing support.

To assist residents in redressing the multitude of financial challenges they may face, the council set up the Gateway & Welfare division in April 2015, this is the country's first combined local authority department designed to tackle housing, welfare, debt management and social care assessment. We have helped over 1,000 of Croydon's most severely affected families avoid homelessness, 6,500 people to become more financially independent and supported over 600 residents into employment. Gateway works by first identifying residents most at risk of homelessness - people who have needed our help before, or the unemployed visiting the local JobCentre Plus. We have trained hundreds of internal and JobCentre Plus staff to identify the most vulnerable families to ensure they receive the right support, and allocating a dedicated adviser to look at the household finances, from housing issues and benefit entitlements to debt management and careers advice. The Gateway approach ensures that issues are resolved faster, therefore preventing people from slipping into homelessness, offering them financial breathing space by maximising their income, and boosting their confidence, job prospects and skills to be more financially independent.

Whilst the numbers we have supported up to September 2016 are below the expected levels, we feel this is due to us assisting customers in establishing their own solutions. However, owing to the further reductions in benefit cap we feel the second half of the year will see an increase in demand for these supporting services.

INDEPENDENCE – Domestic violence and sexual exploitation

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To prevent domestic and sexual violence where possible support victims and hold perpetrators to account	Percentage of domestic violence sanction detections	29%	No target set (police measure)	29% Sept. 2016 27.43% YTD average	NA	No comparable data available
	Number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC)	448	180 (YTD) 360 (annual)	294 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 this through the Family Justice Centre (FJC) and engaging with partners.

- Referrals to MARAC continue to rise, which suggest greater awareness and identification of victims of DASV at high risk of harm. 294 cases have been discussed at MARAC in the period April – September 2016, which is a 46% increase compared to the same period last year.
- As part of the effort to hold perpetrators to account, training has been provided to all practitioners to address abusive behaviour within families and facilitate positive change among perpetrators. A wide range of agencies have attended this training and the next step is to run safe relationships group programmes for men deemed as low or medium risk to their partners.
- Specialist domestic abuse support available at the FJC, within best start localities, community based domestic abuse advisors as well as through Independent Domestic Violence Advocates working from the police station and Croydon University Hospital.
- The presence of domestic abuse advisors within the Multi Agency Safeguarding Hub (MASH) also enhances identification and appropriate response vulnerable to children and adults.
- Through a hub and spoke approach, it is envisaged that the Croydon workforce will be better supported to deal with DASV and residents will have better access to services.

Child Sexual Exploitation (CSE)

Over the past year a significant amount of activity has been undertaken to prevent CSE in Croydon.

- In May 2016, Croydon was subject to a **Joint Targeted Area Inspection** which included a deep dive of CSE and Missing Children.
- The joint inspection identified a number of strengths as well as several areas for development which the partnership is currently addressing. For example, the Multi Agency Sexual Exploitation (MASE) panel has been reviewed and realigned and the Pan London CSE data set has been piloted.
- Following the inspection, we have further strengthened our intelligence capabilities in this area with the appointment of two data analysts to support analytical work with partners, including mapping of CSE profiles, which has been completed in relation to gangs and county lines drugs distribution.
- This intelligence feeds into the police led multi-agency 'Operation MakeSafe' activity, where resources are specifically targeted to safeguard vulnerable children and identify perpetrators.
- Increased working with neighbouring boroughs to improve intelligence sharing and, in particular, lists of high risk of children placed by other local authorities is a key feature of our approach. We have also engaged with the faith community to raise aware of CSE and we continue to work with schools by providing information to students, parents and teachers.

LIVEABILITY – Cleaner and greener

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To create a place that communities are proud of and want to look after as their neighbourhood	The percentage of household waste arising which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	38.87% (R)	45%	38.5% (September 2016)	(R)	London 33.1% England 43.7% (2014/15) (G)
	The percentage of fly-tips removed within the specified time frame (48 hours)	75.28% (A)	80%	85.54%	(G)	No comparable data available
	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish	1100 (G)	500 (YTD) 1000 (Annual)	431 (YTD)	(R)	No comparable data available

LIVEABILITY - cleaner and greener

Maintaining a cleaner, greener environment is an important issue for local residents and an important factor in retaining existing businesses and attracting inward investment. The Don't Mess with Croydon campaign is key to delivering the present administration's manifesto commitment to make Croydon amongst the cleanest and greenest borough in London. Working in partnership with local residents, businesses and the cleansing contractor, performance in relation to removal of fly tips is significantly above that achieved in 2015/16 and well ahead of the target for 2016/17. Over 300 Street Champions have been recruited to support the campaign which has received national acclaim and been featured on BBC's "The One Show". Work is continuing to build further on the "Take Pride" element of the campaign which seeks to engage with more residents and businesses and encourage them to take greater ownership and pride in helping to improve and maintain high standards in the quality of their local environment.

Pioneering projects to reduce fly-tipping and improve the appearance of the public realm include introduction in July 2016 of time banded trade waste collection in London Road, Thornton Heath and Norbury which has resulted in significant reductions in the tonnages of waste left outside commercial premises awaiting collection. The scheme has recently been extended to Portland Road in South Norwood and will be rolled out to other areas over the coming months.

The speedy fly-tip removal service that the council offers may be a factor leading less responsible residents and businesses to regard fly-tipping as a free and easy method of disposing of waste. The "Take Pride" element of the council's campaign is seeking to address this through increased engagement with local people. Alongside this pilot mobile task force has also been established to proactively target fly-tipping hotspots and increase the number of Fixed Penalty Notices issued for fly-tipping in order to deter offenders.

Performance relating to recycling of household waste closely mirrors that achieved in 2015/16. Although this lags behind the ambitious target set for 2016/17 it should be noted that reduced recycling rates is a national trend which needs to be addressed through targeted national and local campaigns to help deliver the necessary improvement. Several local factors potentially impacting performance include the introduction of a chargeable garden waste collection service which has resulted in a reduction in the tonnage of garden waste.

Although the number of fixed penalty notices (FPNs) issued for incorrect disposal of rubbish is down on target this is not necessarily a negative outcome. Indeed it's an indication of the positive impact of work undertaken to drive behaviour change through a mix of education and punitive measures. The town centre area is noticeably cleaner partly due to less people littering, which in turn is attributable in part to the issuing of FPNs. The falling number of FPNs issued is a good sign that more people are now more careful about disposing of litter appropriately. The drive to reduce littering is enhanced through trialling of super-capacity bins a number of which have been installed in George Street. 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. A second trial will be undertaken in Croydon High Street in early 2017.

To enhance future service delivery the Council has also 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 Key Performance Indicators with more ambitious targets than Croydon's current contract. For waste collections and street cleansing the contract will take effect from October 2018 in Croydon.

LIVEABILITY – Policing and crime

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To create a place where people feel safe and are safe	Crime indicators as defined by MOPAC (rolling 12 month performance)					
	Burglary	2699 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Criminal damage	3153 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft of motor vehicles	919 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft from motor vehicles	2009 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Robbery	748 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Violence with injury	3424 (rolling at Feb 2016) (R)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft from a person	526 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter

	Incidence of antisocial behaviour	8118 (rolling at Feb 2016)	NA	5392 (Rolling 12 month to Sept. 2016)	NA	No comparable data available
	Resident confidence in Policing	57% (Dec 2015) (R)	66%	62%	(A)	No comparable data available
	How safe people feel in Croydon	77% (December 2015) (G)	77%	Annual measure next update December 2016	NA	No comparable data available
	How people rate the overall level of crime in Croydon today compared with the overall level one year ago	73% (December 2015) (G)	73%	Annual measure next update December 2016	NA	No comparable data available

LIVEABILITY - policing and crime

The London Mayor is currently in the process of producing a new Police and Crime Plan to be finalised in March 2017. The London Mayors office will work with councils and the MPS in each Borough to achieve this. It is proposed the method for prioritising and scrutinising local policing is for each borough to agree a number of annual priorities on the following basis:

- The issues of greatest concern in one borough may be very different to those of another. Therefore, antisocial behaviour and volume crime priorities will be selected by each borough on the basis of their local assessments, crime statistics and local residents' views to result in a manageable level of priorities.
- High harm crimes and protecting vulnerable people – child sexual exploitation, violence against women and girls, knife crime and gun crime will be included in local priorities in every Borough to ensure that the police and local partners are focused properly on these most serious and harmful offences against vulnerable people.

MOPAC will provide support to this process, making data on crime and antisocial behaviour in every borough publicly available, and holding the Commissioner to account for the MPS' engagement and performance in tackling local crime priorities. In addition, they will use data from their quarterly surveys to monitor Londoners' levels of confidence and satisfaction in the job the police are doing

LIVEABILITY – Roads, transport and streets

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To build a place that is easy and safe for all to get to and move around in	Road Casualties (3 year rolling average)	1,115 (2013- 2015 - 3 year rolling average) (A)	TBC	Awaiting latest data	TBC	No comparable data available
	Percentage of the local authority's principal roads (A-road and M-road network) where maintenance should be considered	6% (2014/15) (G)	5%	6%	(A)	London 5% (A)
	Percentage of the local authority's principal roads (B-road and C-road network) where maintenance should be considered	7% (2014/15) (G)	5%	6%	(A)	London 9% (G)
	Number of linear metres of cycle lane implemented during the year (including new & upgraded on-carriageway routes and new greenway/quiet ways)	40 (September 2015 YTD) (G)	3980 Annual	1020 YTD	(G)	No comparable data available
	Percentage of borough roads (% of total road length) where 20mph limits have been introduced	NA	40% delivery across 2016-18	25% YTD Sept 2016	NA delivery across 2016-18	No comparable data available
	The % of street lights currently in light	99.68% (G)	99%	99.54%	(G)	No comparable data available
	New M2 of road resurfaced during the year	137,636m2 (G)	180,000m2	100, 000m2 YTD	(G)	No comparable data available
	Proportion of journeys starting in Croydon made by sustainable means (walking or cycling)	29% walking or cycling (2011- 2014)	Improve on 2011-14 outturn (29%)	Awaiting latest data	TBC	Outer London average 30% (R)
	Road congestion – crude average vehicle speeds (mph) on Croydon A roads during weekday morning peak	14.9 mph	NA currently unable to set a target due to a change in methodology	Awaiting data from DfT using new methodology	NA	No comparable data available

LIVEABILITY - roads, transport and streets

Good transport connections are essential if Croydon is to maximize its position as South London's economic hub. Croydon is well connected, however parts of its extensive tram and train network are nearing capacity and are in need of expansion. To support this the Council has secured investment for a range of transport improvements across the borough. The Council and Transport for London (TfL) have begun an upgrade to East Croydon bus station to provide new shelters, better lighting, signage, improved pedestrian access, seating and tree planting. The improvements will make it easier for people to navigate between the range of bus, train and tram connections at East Croydon,

Croydon has also seen further investment with opening of the new bus station at West Croydon which has increased capacity by 21% and can accommodate 23,000 passengers a day. This compliments the Council's £6m investment in the area, including changing the road layout around the bus station, upgrading traffic lights to improve traffic flow, widening the pavement on London Road and North End to make the area more pedestrian friendly and upgrading and widening the platform at West Croydon tram stop.

As part of the Council's Local Implementation Plan, we are currently delivering a range of road improvements and safety measures across the borough including junction improvements, casualty prevention schemes, speed indicator signs and road safety education. Performance relating to resurfacing of roads is ahead of target for the year and this will over time feed through to positively impact performance relating to the percentage of roads where maintenance should be considered for which performance is slightly below target.

Safe walking and cycling are at the heart of Croydon's Transport Strategy and the Council has supported this by rolling out a programme to introduce area wide 20mph speed limits across the borough in order to improve road safety and encourage cycling. The programme is on target Area One, covering all residential roads in north Croydon except major through routes went live in September, and Area Two, in north-east Croydon, will go live by next April which will put our performance ahead of target. The Council intends to undertake consultation on Areas Three, four and five simultaneously over the coming months.

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

LIVEABILITY - sport

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To improve wellbeing across all communities through sport and physical activity	Number of people participating in sports and leisure activities at Leisure centres (all groups)	817,776 (G)	415,293 (YTD) 817,776 (Annual)	503,794 (YTD)	(G)	No comparable data available
	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes in the previous 28 days	34.3% (2014-15)	Sport England do not set a target for this measure	34.7%	NA	Regional 38% National 35.8% (A)
	Number of community sports clubs	296	Maintain 15/16 performance	Annual – next update due March 2017	NA	No comparable data available

LIVEABILITY - sport

The Council continues to promote and support participation in sport for both health and recreational purposes. The Council continued its programme of free summer swimming for under-16s across all the Council's leisure centres for the six weeks of the summer holiday. In addition to swimming there were a range of fun and fitness activities, including inflatable sessions in the pools, junior gyms, trampolining, water polo, football and basketball. Performance for the number of people participating in sport and leisure activities at leisure centres exceeds the half year target by approximately 88,000. Although we're not matching the regional average current performance relating to the percent of adults participating in sport and active recreation is also up compared to 2015/16 which reflects increased use of the Council's leisure centres. The existing leisure contract expires in October 2017 and the council is currently in the process of commissioning a new contract which will include challenging KPI's to secure improvement in the health and wellbeing of residents. In the interim the council is working with Fusions Sports and community development team to produce initiatives to get more adults in to our centres and to become more active. A variety of energetic and relaxing activities, sessions and courses are delivered for adults of all ages and abilities. Examples includes yoga, a variety of dance reflecting cultural diversity, badminton, indoor cycling, indoor netball and women's football.

Some achievements to be celebrated in 2016 include:-

- Croydon finishing in 5th place the London Youth Games and regained the ParaGames trophy for the fifth time. 2550 children and young people engaged in Level 2 (intra-borough) and Level 3 (inter-borough) activity supported by 49 enthusiastic voluntary team managers, and a further 2526 children and young people took part in School Games. The Council also supported 134 young people with disabilities and additional needs to attend regular sporting activities, weekly during term time. Nine swimmers who have learned to swim and subsequently trained with the Council's RAP scheme represented the borough at the London Youth Games.

- A free sport initiative organised in partnership with Croydon Arena and Croydon Harriers enabling 306 young people aged 6-18 to access free athletics sessions. There were positive reviews and feedback from the community, and great success reaching young people who don't normally engage with sport with 29% of participants previously classed as inactive.
 - 27,675 participants taking part during the summer in the nationwide Ping Festival. The Council also secured an increase in the number of tables installed, with 25 across the borough to encourage residents, workers and visitors to play impromptu table tennis matches.
 - The Council is supporting satellite clubs, with 28 currently operating and a further 3 planned to start this academic year. Sports include rugby, taekwondo, dance, table tennis, golf, basketball, athletics, boxing and korfbal, with the aim that clubs become sustainable after funding ceases.
- The Council's healthy walking scheme was recognised as an exemplar project to encourage and support healthier lifestyles in all sections of the community by promoting safer and more environmentally friendly modes of transport. Accredited by the national campaigning organisation, 'Walking for Health', Croydon's healthy walking scheme was shortlisted for a Team London award in the sports and healthy living category.

LIVEABILITY – Parks and open spaces

Outcomes	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To make parks & open spaces a cultural resource	Number of events held in parks (including community, charity & commercial)	99	88 Annual	85 YTD	(G)	No comparable data available
	Positive and practical action in parks – number of volunteer days <i>(Previously number of Friends and Conservation groups who are involved in their local park)</i>	New	4200 days	2150 days	(G)	No comparable data available

LIVEABILITY - parks and open spaces

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

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

The Conservation Volunteers Croydon have delivered 850 conservation volunteer workdays since April across the borough while Friends of Parks have delivered 1300 which is slightly ahead of target.

The annual target for the number of events held in parks has virtually been achieved over 6 months and the aim is to continue working in partnership with local people to utilise local parks for events which enhance their lives and benefits the area.

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

Five new Friends of Park Groups have formed increasing the total to 38. 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 in a number of parks.

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

ENABLING CORE – Finance

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To be innovative and enterprising in using available resources to change lives for the better	Variance from Revenue Budget after recovery plans (£M)	(£1.389m) (G)	1% (either way)	£0.920m Projected overspend of	(G)	No comparable data available
	% Council tax collected	96.45% (A)	55.07% (YTD) 96.75% (annual)	54.85% (YTD)	(A)	No comparable data available
	% Non-domestic rates collected (NNDR)	97.74% (A)	57.81% (YTD) 98.75% (annual)	57.81% (YTD)	(G)	No comparable data available
	Percentage of agency workers	11.08% (A)	10%	11.78%	(R)	No comparable data available
	Progress with Corporate Plan Outcomes 2015/18 (success of performance measures)	Met – 52% Almost met – 32%	Outcomes delivered by 2018	Met – 45% Almost met – 45%	(A)	No comparable data available
	Net cost per m2 of Council asset base (main corporate offices)	£198	£198	Annual, next update due March 2017	NA	No comparable data available
	Percentage of frontline staff to enabling staff within the council	59.23% frontline 40.77% enabling (G)	60/40 (frontline/enabling)	Annual, next update due March 2017	NA	No comparable data available
	Cash collection rate for housing rent	98% (A)	98.5%	96.10%	(A)	No comparable data available

ENABLING CORE- finance

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

The only measure in this section, reported as currently performing below target, is agency spend. The Council's transformation programmes continue to impact agency spend particularly in the Resources department and Adult Social Care and represents the area of largest cost increase over the last financial year and as a result there is an expectation that overall spend will increase against 2015/16. It should however be noted that this approach to resourcing transformation projects presents better value for money than utilising expensive consultancy services and supports the Council to develop internal capacity to manage these projects in the long-term. In December 2016 the Council's contract with Comensura will come to an end after nine years incumbent. The Council has awarded the new contract to supplier Adecco whom operate a Master Vendor model which will bring significant improvements through enhanced customer care and greater quality assurance around candidates. The move from a Vendor Neutral model to Master Vendor model will be a cultural shift which will need support in early 2017, however the change in model and supplier is expected to reap savings of around 2% of overall spend (i.e. around £400k saving in every £20 million spent). Whilst the Council's contract management arrangements for agency staff have been fully embedded into the organisation, due to the changes in senior management team and managed service provider, work will continue in refreshing the policy and communicating it to the organisation.

The council tax collection rate reduced slightly in September and is now 0.04% behind last year and 0.22% under target. The reason for this is a steep increase in the debit - over £378k - which equates to 0.21%, so accounts for the difference. A large number of new properties were banded in September so new bills have been issued and we have ensured as many of these customers as possible are set up to pay by Direct Debit. There was also a decrease in the amount of council tax support awarded to customers which means they have more Council Tax to pay. This is due to receiving real time earnings information updates from HMRC with the September file being larger than normal. Cash collection remains ahead of last year and last month with a total of £16.44 million collected in month, compared to £15.96 million last year and £16.39 million in August.

ENABLING CORE – Fairness and equality

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To drive fairness for all communities, people and places	The percentage of 16 - 64 year olds claiming Job Seekers Allowance (JSA) in the six 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 – 3.1% Selhurst 3.1% Broad Green 2.3% New Addington 2.3% Thornton Heath 3.2% South Norwood 3% Croydon ward average 1.9% London average 1.8%		Fieldway – 1% Selhurst 0.9% Broad Green 0.9% New Addington 0.8% Thornton Heath 1.4% South Norwood 1.7%		% unemployed Croydon ward average 0.8% London average 1.3%
	The proportion of people with long-term health conditions or illness in employment	28% (2001 census)	Not appropriate to set a target	23.7% (2011 census)	NA	Croydon measure, no comparative data.
	The proportion of over 60s in employment in the six 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>	Previously measured in the 2001 census as all over 60s employed as a proportion of all those over 60s who are economically active, so not comparable.		Fieldway – 37.4% Selhurst – 41.8% Broad Green – 45% New Addington – 39.3% Thornton Heath – 48% South Norwood – 45.1% (2011 Census) Measured as all over 60s employed as a proportion of all those over 60s who are economically not active as well as those who are economically active		% over 60s in employment Croydon ward average is 45.1%
	The number of female lone parent households found to be eligible for assistance, unintentionally homeless, and in priority need	183 London 2360 England 6900 (January – March 2016)	Not appropriate to set a target	156 (July – Sept 2016)	NA	Total figure for July – Sept 2016 across London 2240 England 7090

	The number of BME households found to be eligible for assistance, unintentionally homeless, and in priority need	288 London 2970 England 5070 (January – March 2016)	Not appropriate to set a target	234 (July – Sept 2016)	NA	Total figure for July – Sept 2016 across London 2750 England 5030
	Child (0-16 years) poverty in the most deprived wards.	Fieldway – 36.2% Selhurst – 28% Broad Green – 25.4 % New Addington – 31% Thornton Heath – 25.3% South Norwood – 25% (snapshot as at 31 August 2013) 20% child poverty, Croydon ward average		Fieldway –39 % Selhurst – 28.5% Broad Green – 28.5% New Addington – 33% Thornton Heath – 26% South Norwood – 25.5% (snapshot as at 31 August 2014)		21.6% child poverty, Croydon ward average August 2014
To drive fairness for all communities, people and places	The proportion of Looked After Children (LAC) achieving GCSE A* - C grade	9.7% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	8.5% (2015)	NA	Quartile D DfE data matrix (R) England 13.8%
	The proportion of Special Educational Need (SEN) children achieving 5 GCSE A* - C grade including English and maths	13.5% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	10.9% (2015)	NA	England 8.8% (G)
	The proportion of Free School Meals (FSM) children achieving 5 GCSE A* - C grade including English and maths	46.7% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	43.5% (2015)	NA	England 37% (G)
	The proportion of white working class children achieving 5 GCSE A* - C grade including English and maths	42.9% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	37.9% (2015)	NA	England 32.9% (G)

	The proportion of black Caribbean children achieving 5 GCSE A* - C grade including English and maths	50.9% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	53.4% (2015)	NA	England 52% (G)
	The proportion of Looked After Children (LAC) achieving the expected level at the end of key stage 2	56% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	34.4% (2015)	NA	No comparative data available (suppressed)
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	14% (2013/14)	no target set these measures have been superseded by scaled scores	16% (2015)	NA	London 20% England 16% (G)
	The proportion of Free School Meals (FSM) children achieving the expected level at the end of key stage 2	61% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	66% (2015)	NA	London 75% England 66% (G)
	The proportion of white working class children achieving the expected level at the end of key stage 2	59.4% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	61% (2015)	NA	No comparative data available
	The proportion of black Caribbean children achieving the expected level at the end of key stage 2	69% (2014)	NA – no target set, these measures have been superseded	75% (2015)	NA	London 81% England 79% (A)

	The number of adults aged 16-64 in the borough who have no qualifications	16,900 (Dec 2014)	Not appropriate to set a target	17,400 (Dec 2015)	NA	No comparative data available
	Proven offences by young people by ethnicity Source: 10-17 years - GLA Ethnic Group population Projections R201 White includes : White inc. white British, white Irish, white other.		Not appropriate to set a target	BAME 22,243 59.8% White 14,950 40.2%	NA	London BAME, 407,804 54.6% White , 339,674 45.4%
	The percentage of young people from BME backgrounds excluded from Croydon schools, academies and free schools – based on the number of excluded children.	Black Caribbean – permanent 21% Black Caribbean fixed term 27% Black African – permanent 25% Black African fixed term 13% (July 2015)	Not appropriate to set a target	Black Caribbean – permanent 25% Black Caribbean fixed term 27% Black African – permanent 17% Black African fixed term 15% (July 2015)	NA	No comparative data available
	The percentage of assessments undertaken where Child Sexual Exploitation was a factor	New	NA	Currently under development	NA	NA
	Number of incidences of reported hate crime	549	Not appropriate to set a target	644	NA	No comparative data available

	The perception of people from different backgrounds who say they get on well	NA	NA	This data will be collected as part of a resident survey and will be reported as at year end March 2017.		
	The perception of people from different backgrounds who volunteer	NA	NA	This data will be collected as part of a resident survey and will be reported as at year end March 2017.		
To drive fairness for all communities, people and places	The perception of people from different backgrounds who feel they participate and influence	NA	NA	This data will be collected as part of a resident survey and will be reported as at year end March 2017		
	The perception of people from different backgrounds who have trust and confidence in public services	NA	NA	This data will be collected as part of a resident survey and will be reported as at year end March 2017		
	Reduce the differences in healthy life expectancy at birth between men and women in Croydon in years	Male 63.2 years Female 62.3 years (2011-13)	Not appropriate to set a target	Male 64.1 years Female 63.9 years (2012-14)	NA	No comparative data available
	Gap in Life Expectancy between most and least deprived parts of the Borough	Male 9.1 years Female 7.7 years (2011-13)	Not appropriate to set a target	Male 9.4 years Female 7.6 years (2012-14)	NA	No comparative data available

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. These indicators tend to be sub sets of areas of performance the Council focus on overall such as employment, education attainment and health & wellbeing. This is the first time that these indicators have been reported. 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

As detailed in the GROWTH - jobs and economy section of this appendix (page 4) the council continues to improve performance in enabling Croydon residents to enter the workforce. The success in terms of numbers of Job Seekers Allowance claimants is reflected in reductions in the six most deprived wards and demonstrates the focus on getting people into jobs and the continuing success of the Croydon Works programme. Across the Local Strategic Partnership (LSP), through the Croydon Works programme and Good Employer Charter the Council continues to focus on ensuring that all Croydon residents have access to employment opportunities whether that is through education, training or support for job readiness. In addition there is a focus on equipping the borough to become disability confident and offering support packages to enable the Council, businesses and suppliers to offer the job opportunities across our communities

Child Poverty

The Council is below the London average in relation to child poverty and there continues to be deep seated issues in 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. We have been working towards 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 proposal to create a register to log interest from current Council staff and applicants in being a job share partner was recognised by Timewise as 'an innovative approach and learning from this could be shared with other Timewise Councils.' The Good Employer Charter will be launched in January with a target of 100 businesses adopting the Charter in the first 12 months.

Homelessness

The Council's strategic actions and approaches to tackling homelessness are set out in the GROWTH – housing section of this appendix (page 10). The key principle of the preventative Gateway approach, is that it targets those who are most vulnerable. Whilst performance targets are not appropriate to set for these indicators, a reduction in the total numbers can be seen as a positive.

Education

The Borough schools continue to perform at or above the English average in key attainment areas which are key in improving equality. However there are number of areas in 2015 where the Borough was performing below the English average in terms of BME communities and Looked After children. The Council has and will continue to focus on the following actions to help schools improve performance in these areas. Attainment of Children Looked After (CLA) by the Local Authority can vary widely from year to year due to cohort sizes and other factors that contribute significantly such as Special Educational Needs and the length of time children have been in care. It is also important to consider the considerable number of children looked after by Croydon who are UASC (unaccompanied asylum seeking children) compared to statistical neighbours such as Merton and Greenwich Borough Councils. The number of CLA in Croydon as at March 2016 was a total of 800 children compared to 165 in Merton and 520 in Greenwich. In addition to this, the UASC population in Croydon as at March 2016 was 430, whilst the London Borough of Merton looked after 25 and London Borough of Greenwich looked after 20 in the same time period. This difference makes comparisons with other Local Authorities difficult. Although outcomes for Croydon CLA who have been in continuous care for 12 months or more remain low, with 36%, 27% and 18% achieving age related expectations or above in reading, writing and maths, with 18% achieving all three at the end of KS2 and 14.8% (based on unvalidated results) achieving 5 A*-C EM at the end of KS4, it is important to reflect that those who contribute to the national statistics are a small percentage in many cases of the total cohort within those year groups. For example in Year 11 the total cohort size at the end of the 2015/16 academic year was 178, with only 74 contributing to national indicators. These young people, a large percentage of whom are UASC, still need to be supported and in many cases are the most challenging with no education experience or provision in place when they enter the care system. These learners go on to make considerable progress, achieving at a level appropriate to their starting point and are successfully supported into suitable courses post 16. The successes enjoyed by our post 16 learners are testament to this and a result of the heavy investment made into this area of work.

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

Community Cohesion

As the country witnessed nationally, there has been an increase in reported hate crimes within the borough after the European Union referendum. 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. Issues in relations to community cohesion will be further explored as part of the residents survey and the work of the stronger Community Partnership and the sub group focusing on community cohesion.

Health

Differences in life expectancy are a strong indicator of overall fairness. However, they are affected by many determinants including education, income, housing conditions, access to green spaces etc. Lifestyle factors also play a part but are strongly influenced by the wider determinants. A single lifestyle factor - smoking - directly accounts for half of differences in life expectancy. Actions and approaches to tackling this are set out in the INDEPENDENCE –health, section of this appendix (page 16).

ENABLING CORE – Open and accountable

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To be open and transparent and put communities at the heart of decision making	Percentage of FOI requests responded to within 20 days	86.31% (A)	85%	83.45%	(A)	No comparative data available
	The percentage of customer complaints escalating to Stage 2 of the council's formal complaints process	9% (G)	10%	7%	(G)	No comparative data available
	The number of complaints received by the Information Commissioners office that are upheld (where regulatory action is taken)	4	0	0	(G)	No comparative data available

ENABLING CORE - open and accountable

There are steps being taken to improve staff awareness of how to handle FOI requests and support the time taken to respond to requestors. This should enable the 83% of FOI's responded to within deadline this year, against the target of 85% to improve.

While the number of stage 1 complaints has increased during the first six months of the 2016/17 financial year, the council has been able to resolve more complaints at the first stage, as evidenced by a 2% reduction in complaints which escalated to stage 2 compared with the 2015/16 financial year.

ENABLING CORE – Digital and Enabling

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Compared to
To be digital by design in meeting the needs of local people	The number of transactions completed through 'My Account'	213,667 (G)	100,000 (YTD) 200,000 (Annual)	109,313 (YTD)	(G)	No comparative data available
	The number of customers who have moved to my account (self-serve) as a method of contact.	76,648 (G)	20,000 (YTD) 40,000 (Annual)	25,177 (YTD)	(G)	No comparative data available
	The percentage of fly tip reports made electronically (App and My Croydon)	77.5% (A)	80%	71.6%	(R)	No comparable data available

ENABLING CORE – digital and enabling

To make the best use of reduced resources and improve service access we are applying digital solutions across a large number of council services. It is important for residents and local businesses to be able to access on-line services for their wider benefit as recent studies outline the financial and social benefits of being on-line.

Our innovative partnership with Go On UK and Doteveryone has brought partners and the community together to create self-sustaining solutions that have changed people's lives through digital skills and access. The Go ON Croydon initiative has provided opportunities to residents, third sector organisations and SME's to access digital skills support.

RAG Status key

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

