

Evaluation of Local Strategic Partnerships

Mapping approaches to integrating performance indicators across local strategic partnerships

Case Study 6 – Croydon Strategic Partnership

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Introduction

The Croydon Strategic Partnership has spent the last year developing a working understanding of the performance management environment within which it operates. In so doing it has drawn upon a history of partnership working, and sought to build on and enhance the performance management 'infrastructure' that already exists for the majority of partner organisations. Key features of the Partnership's approach to performance management have included:

- Development of the Community Strategy as a sum of existing plans and strategies, and mapping targets and performance indicators that apply to agencies within the partnership against six themes and 21 priorities;
- Identifying a number of priority areas where new indicators need to be developed to 'fit' local circumstances, in the light of public consultation;
- The Council's Scrutiny Committee will oversee progress in implementing the Community Strategy, and will involve partner agencies in this process.

Development of the Community Strategy

The process of developing the Strategy began with a widespread cross-community consultation exercise, which employed a variety of methods to engage with the community at large and identify their priorities. This included a borough wide survey and the use of a citizens panel (Talkabout Croydon) as ways to determine 'top concerns' (and review these over time), with face-to-face interviews with 1,000 residents to validate these. A Community Strategy conference was held as a part of the process and involved 200 residents, service providers and others. These consultations were in addition to those carried out in support of particular agencies or strategies that form a sub set of the partnership or the Community Strategy.

These consultation methods identified the priority concerns and issues for the local population. The partnership then reflected upon these priorities and identified six key themes: education and lifelong learning, improving the environment, regenerating the borough, reducing crime and disorder, improving health and social care and providing better and fairer access.

The Partnership agreed a 'pyramid of plans' approach, with the Community Strategy as the primary document, at the apex of the pyramid supported by major theme strategies (for example learning) and user group strategies (for instance children and young people), which in turn sit above agency business plans. The Community Strategy is therefore more a reflection of the 'sum of plans and strategies' than a totally new document developed from scratch.

It is therefore populated with the highest level priorities and associated targets of the cumulative strategies and plans which generally reflect those of (and are owned by) the agencies within the partnership.

However, the sum of the other strategies and plans did not fully reflect the community consultation priorities and these were added at the Community Strategy level. For example, consultation highlighted the image of Croydon as being an important consideration for residents, something that was not otherwise reflected in the 'sum of plans and strategies'. In addition this meant there were no readily identifiable indicators to reflect this priority. Basic indicators have therefore had to be created for such additional priorities, for example to have Croydon used as a film location at least 150 times a year.

There is the expectation that having collated the plans and community input the future development of agency business plans will be informed by the overarching strategies and this would increasingly fine tune operational plans, i.e. that the process would become top down and the Community Strategy and the community priorities that it identifies would inform, influence and in some cases direct and rationalise organisational plans. The LSP has yet to consider how to develop an approach to ensure that this happens in practice and can be monitored over time.

The main proposals of the Neighbourhood Renewal Strategy are incorporated within the Community Strategy.

In developing the Community Strategy the Partnership put in place a 'central' LSP resource of approximately 2.5 full time equivalent staff (the Strategic Partnership Unit) who were responsible for drawing together the Community Strategy and as a part of that the priorities, targets and performance indicators that would allow progress to be measured.

Performance managing the Strategy

The Community Strategy sets six priority themes containing 21 priorities and their key targets. So for example, the theme of Education and Lifelong Learning 'Making Croydon a learning place' includes three priorities:

- Improving education of children and young people
- Reducing the number of young people out of school
- Developing adult skills for the knowledge economy.

For each priority there is a brief synopsis of the rationale for the priority, the aim of the Partnership, a list of key targets and a resume of current and proposed action for the next three years. Finally those organisations and partnerships that are responsible for the priority are named along with key officers who '*will make sure it happens*'.

In some cases a link is made between a priority that is substantively a part of one theme, but also relates to delivery of another. For example 'Encouraging a safe night-time economy' is primarily a priority of reducing crime, but is also linked to regenerating the borough. There is no specific priority or hierarchy to the targets within each priority. Beneath each priority and the plan as a whole there is an action plan that specifies what will be done to address or achieve each target and who/which agency will be responsible of the work. The Action Plan is a separate document to the Strategy.

The first edition of the Community Strategy includes over 100 targets, which are linked to each priority within the Strategy. These are performance managed through the use of a mixture of indicators, including:

- Floor targets (Government Public Service Agreements)
- Other government guidelines and departmental targets
- Audit Commission Quality of Life Indicators
- Local PSAs (all 12 are reflected in the CS)
- Best Value Performance Indicators
- London Biodiversity Audit (as a benchmark as this may not be an annually reviewed)
- Departmental or NDPB statistics (e.g. from the LSC)
- Some derived indicators, e.g. air particulates derived from QoL 28
- Locally generated indicators for those priorities of public concern not otherwise covered, e.g. image and the use of Croydon as a film set noted above.

As a first step, the Partnership brought together key top-level targets and performance indicators used by local agencies, generating a collated spreadsheet of over twenty pages of targets and indicators (see appendix).

In considering which performance indicators were most relevant and appropriate, work was carried out to understand the form and use of each Indicator. This confirmed that some indicators would not work locally at borough or ward level because of the way in which data was gathered or compiled (economic indicators that are written with a regional perspective). Equally some floor PSA floor targets cannot readily be disaggregated to the ward level, e.g. housing conditions.

Consultation also revealed that whilst many existing indicators adequately reflected the needs and priorities identified by local people, there were some issues that were not well represented by performance indicators as they stood (e.g. image of the area). In order to address both these issues, some new locally specific indicators were generated (e.g. graffiti removal response times). New local indicators are still being developed; the LSP is currently working to create shared understandings.

The partnership's approach to performance management (sum of existing indicators, plus priorities revealed through consultation) reflected a judgment that, at this stage of its development, the performance management environment that they inhabit is conditioned more by the pressures on individual agencies than by the partnership itself. In other words, performance management was an organizational driver rather than a partnership one.

However, it is recognized that there is now a need to work through an iteration of the pyramid of plans to ensure that there is a clearer and more specific relationship between the priorities of the Strategy, the action of specific agencies and the specific performance indicators that are used to measure performance or outcome. Where more than one agency contributes to the achievement of a priority, the partnership needs to explore in more detail the links between each agency's actions and achievement of the priority. It will also be necessary to devise a mechanism for influencing performance where different agencies are performing to different levels of effectiveness against a priority. As they work through this exercise, it is hoped that partners will develop a better understanding of where they can each contribute to a specific priority. In addition, it is hoped that this operational interaction will result in a greater sense of joint ownership of performance measures.

As the Community Strategy developed, the Partnership recognised that different agencies were more or less 'preventative' in their approach to their service delivery and the issue it was intended to impact upon. Partner agencies have realized the need to explore and share their models of intervention, which has yet to be worked through in further detail.

The staff involved also recognised that performance management and the use of performance indicators does not form a coherent whole across government, with different agencies using different methods for collating their data. A particular example occurred with the adoption of a BVP target for the LPSA on the level of emergency admissions to hospital, which was chosen to help focus Social Services resources on reducing them. The target was adopted last year; however, since then government (DoH) has changed its definition. Whilst the previous definition was focused on admissions of elderly people (where social services would have had a specific remit) the new definition covers all emergency admissions. In effect there are now two different understandings of the indicator.

The Community Strategy proposes action for 2003/04. Chief executives and chief officers mentioned in the Community Strategy as responsible for the actions are due to meet quarterly to assess progress. They will report to the Chief Executives Group and to the Board.

Progress towards the performance targets and achievement of actions will be reported to the relevant theme partnerships and to Board meetings on an exceptional basis – reflecting that either the action has been completed, or that there is an anticipated delay that may require attention. Reporting of targets is in part dependent upon the timing of the relevant data. At a minimum there will be an annual report of progress against targets. Information will be

publicly available on the Croydon Strategic Partnership web site, which will be updated as the relevant information is produced.

To accompany the Community Strategy a separate Croydon Trends document is being produced. This will chart recent trends for each target. Each element of the document will then be updated when information allows and posted on the web site. The whole document will be updated and a printed version made available on an annual basis.

The Council's Scrutiny Committee will consider progress made in implementing the Community Strategy. The Scrutiny Committee will consider whether the targets chosen are the right targets for Croydon, and if actions proposed are effective in meeting the stated targets. The Scrutiny role will apply to all aspects of the Community Strategy, not just the Council's own role in it. The Police and other agencies will be asked to be involved as well as the Council and the Health Service.

Challenges for the future

The Partnership will be working to further disaggregate the role and responsibilities of different agencies in addressing the six themes of the Community Strategy. Lead agencies have been identified to take forward all of the actions under each of the targets in the Strategy. However, the process of preparing the first Strategy has highlighted a number of areas where agencies can play a contributing role to the achievement of a particular target. Over time it is expected that this secondary contribution will be explored more fully and become more explicit.

Further work will also be carried out to determine what the LSP can do to ensure that partner agencies are held to account for their performance against Community Strategy targets.

New indicators will continue to be developed where this is necessary to reflect the priorities of the local area.

Further work will also be needed to ensure that the priorities set out in the Community Strategy filter through to impact on agencies' own operational plans. The Partnership is also considering the selection of a few high priority indicators, e.g. ward mortality, employment rates, satisfaction rates', to focus the attention of all agencies and to make reporting more meaningful to the wider public.

In moving forward with this work, the most significant external challenge identified by the LSP was the disjointed approach to performance management at central Government level. It was felt that there was a need for the centre to gather together in one place the definitions of Performance Indicators used across government as a ready resource for LSPs and others to refer to and work from. Such a record should also acknowledge and reflect the changes in definitions that affect a number of indicator definitions.

Sources

This case study is based on interviews with Brian Stapleton, Head of the Strategic Partnership Unit at Croydon Council. It also draws on the Croydon Community Strategy and the performance indicator 'data set' collated by the Unit.

Contact details

Brian Stapleton
Strategic Partnership Unit
Room 12.02
Taberner House
Croydon CR9 3BT

Brain Stapleton [BRIAN_STAPLETON@Croydon.Gov.Uk]

www.croydon.gov.uk/csp

Appendix 1 – Performance Indicators

PROVIDING CLEANER STREETS AND OPEN SPACES

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Clean Streets	Increase resident satisfaction with street cleaning from 45% to 58% by March 2005	LPSA	
	Clean Streets	Remove all incidents of reported graffiti within 14 days	Local Indicator	
	Refuse collection	Ensure 100% of domestic refuse collections take place on the scheduled day.		
	Parks and open spaces	Maintain or increase areas of key habitat areas of Chalk grassland (184ha), heath (8.3ha) and native woodland (639ha).	The London Biodiversity Audit (London Biodiversity Partnership 2000)	
	Abandoned vehicles	Reduce the average time to remove abandoned vehicles to 9 days of notification		
	Street lighting	Improve street lighting		
	Abandoned vehicles	Remove all burned out/wrecked vehicles reported by 3.00pm on the same day.		
	Housing development	Ensure that a minimum of 95% of new housing is built on Brownfield sites (rather than Greenfield sites) every year		
	Derelict land	Have development proposals for all large areas of derelict land by 2006	Quality of Life 33a	
	Open Spaces	Maintain or increase hectares of publicly accessible green spaces – open spaces/parks per 1000 population		

PRIORITY: CREATING ENVIRONMENTAL SUSTAINABILITY

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Air Pollution	Reduce carbon dioxide emissions from domestic and energy use by 20% from 1990 levels by 2010	Quality of Life 24 (derivative)	
	Household waste	Reverse the trend of increasing household waste produced per person per year by 2005 (in 2000-2001 128,245 tonnes of household waste were produced (380kg/person)	BVPI 84	
	Household waste	Increase household waste recycling and central composting to 28% by 2003/4	BVPI 82	
	Environmental sustainability Awareness	Increase satisfaction among residents and businesses, demonstrating that enough is being done to promote environmental sustainability	Local indicator – to be measured by Citizens Panel Survey	
	Use of sustainable materials	To increase the use of sustainable materials in new constructions and renovations		

PRIORITY: PROVIDING BETTER TRANSPORT

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Road accidents	Reduce the number of people killed or seriously injured in road accidents (from 1994-1998 average) by at least 25% by March 2005	LPSA 6	
	Traffic	By 2011, ensure levels of road traffic by private motor vehicles are no more than 5% higher than 2001 levels (in accordance to the Mayor's Strategy)	QoL 29 – derived, in line with Mayor's transport strategy	
	Road accidents	By 2010, reduce the number of people suffering slight injuries by at least 10% (from 1994-1998 average)	Tomorrow's roads – safer for everyone. The Government's road safety strategy and casualty reduction targets for 2010.	BVPI 99
	Air pollution	Reduce annual average of NO2 to below 40ug/m3 at all monitoring stations by December 2005		
	Cycle path	Increase kilometres of dedicated cycle paths to 12.5Km by 2012	Quality of Life Indicator 31	
	Air pollution	Reduce the total number of times PM10 (small particles) levels exceed 50 ug/m3 to below 35 per year by December 2005 at the three monitoring stations	derived from QoL 22, National standards defined by DEFRA	
	Road accidents	Reduce the number of people killed or seriously injured in road accidents (from 1994-1998 average) by at least 25% by March 2005	LPSA 6	

PRIORITY: IMPROVING EDUCATION OF CHILDREN AND YOUNG PEOPLE

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Secondary Education GCSEs	Increase the proportion of pupils leaving Croydon schools at age 16 with at least 5 GCSEs at grades (A*-G) all grades (5+A*-G) from 91% to 95% by 2004		
	Early Years education	Provide a free Early Years education place for all 3 year olds whose parents want one by 2004		
	Higher Education	Increase by 3% the proportion of 19 year olds achieving at least five GCSEs at all grades (5+A*-G) by 2004		
	Primary Education	By 2004, to increase the average point score at Key Stage 2 for Black African and Black Caribbean boys aged 11 in English, mathematics and science from 24.97 to 27.5 by 2004		
	Secondary Education GCSEs	Improve the educational attainment of children and young people in care by increasing the number achieving one or more GCSE grade A*-G, GNVQ or equivalent qualification by 10		
	Education	Increase the percentage of 16-18 year olds in structured learning		
	Secondary Education GCSEs	Increase the proportion of pupils leaving Croydon schools at age 16 with at least 5 GCSEs at grades (A*-G) all grades (5+A*-G) from 91% to 95% by 2004		

PRIORITY: REDUCING THE NUMBER OF YOUNG PEOPLE OUT OF SCHOOL

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Attendance and truancy	Improve attendance and reduce truancy – unauthorised absence reduced to 0.6% in primary and secondary schools by 2005.	Local Target	
	School placement	Ensure all pupils who are looked after and seeking a school place are offered a placement in an appropriate educational setting within 20 days.		
	School absence	Reduce the percentage of looked after children who are absent from school from 14% to 6% by 2004		
	Exclusions from schools	Reduce exclusions from school - under 60 exclusions from Croydon schools by July 2004.	Local target	
	Full-time education for all permanently excluded	Full-time education for all permanently excluded pupils by September	DfES	

PRIORITY: DEVELOPING ADULT SKILLS FOR THE KNOWLEDGE DRIVEN ECONOMY

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Basic skills	Deliver up to 7000 individual online learning opportunities in basic skills, ICT and businesses and technology through Learn Direct Centres and enable at least 1000 adults per year to develop basic skills in using information technology (IT) through the development network of community-based ICT learning centres	?	
	Adults facing barriers	Reduce the number of adults facing barriers to learning or employment as a result of low basic skills or limited communication skills in English by 6000 by April 2004	Local Indicator	
	Higher Education	By 2010, reduce by at least 40% the number of adults in the Croydon workforce who lack NVQ 2 or equivalent qualification	LSC National Training Target	
				Case Study 6 OPM page 11

Higher education	Increase participation in higher education towards 50% of those aged 18-30 by 2010		
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PRIORITY: CREATING AND RETAINING EMPLOYMENT

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Employment	Maintain at least 80% employment in the service industry sectors (distribution, retail, transport and communication, banking and finance, public administration and other services)	BDP	
	Human resources	Improve human resources practices and promote Investors in People to 30 small and medium enterprises by 2006	BDP	
	Businesses	Increase the number of VAT registered businesses from 7705 to 8000 by 2006	New Earnings Survey	
	Training and skills	Through Kinesis engage 100 employers in measures to address skill shortages by 2006		
	Businesses	Achieve 800 business start ups, particularly in wards with high indicators of deprivation by 2006		
	Employment	Increase employment rates from among disadvantaged communities and groups by 2006		
	Social enterprises	Increase the number of social enterprises from 50 to 100 by 2006		
	Childcare places	Create additional 3000 childcare places by 2004	BDP	

PRIORITY: REGENERATING THE TOWN AND DISTRICT CENTRES

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Increase footfall above national average	Increase visitors to above the national level within two years, and the average spend per person (the basket) by 15% within two years		
	Attract inward investment	Attract inward investment for new developments, including 50 new major retailers to Croydon within three years		
	The retailers' losses	To move Croydon out of the retailers' losses (shoplifting) national top ten within 12 months.		
	Economic Development	Ensure Croydon Town Centre stays in the top 30 town centres nationally and work towards returning it to the top 15 within five years.		
	Street Warden Scheme	Introduce an effective Street Warden scheme into the Town and District Centres		
	Business Development	Retain existing and encourage new businesses and community activities, in the Borough's centres		

PRIORITY: PROVIDING MORE AFFORDABLE HOUSING

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Affordable homes	Deliver 219 affordable homes in 2003/04.	Housing Strategy	
	Council's targets on appropriate sites	Achieve the Council's targets on appropriate sites being developed for private housing of 40% affordable housing on sites of more than 15 homes or 0.5 hectares; 50% on sites of more than 30 homes every year.	Draft Supplementary Planning Guidance 2002	
	Assistance to re-house	Provide assistance to re-house 120 key workers such as teachers and nurses over the next 3 years through the Starter Homes Initiative over the next three years to 2005.	Croydon's Housing Strategy 2002-2005	

PRIORITY: CREATING A POSITIVE IMAGE

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Double page spread article	Have five major double-page spread articles published on Croydon		
	Croydon Marquee	Have the Croydon marquee on at least 50% of the development opportunity hoarding		
	Host journalists to see Croydon	Encourage regional and daily journalists to visit Croydon and to report on the town's renaissance		
	Resident satisfaction	Increase the percentage of residents who report satisfaction with the local area when surveyed		
	Croydon used as film location	Have Croydon be used as a film location at least 150 times a year		
	Host journalists to see Croydon	Host at least 25 journalists to see Croydon		
	Skyline project	Have three new buildings a year lit up under the skyline project		
	Photo library on the web	Produce a photo library, available on the web, of at least 4000 photographs within six months		

PRIORITY: INCREASING CULTURAL PROVISION

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Sports and Leisure	Increase the number of people participating in sport and physical activity schemes and programmes for the target groups by 40% by March 2005.	LPSA	
	Sports and Leisure	Increase satisfaction with sport and leisure facilities from 33% to 53% by 2005.	LPSA	
	Visits to museums	Increase the number of physical visits per 1000 population to museums from 304 to 395 by 2005		
	Parks	Increase the number of friends groups involved in improving our parks by 20% by 2005		
	Sports and Leisure	Increase the number of physical visits per 1000 population to libraries from 8070 to 8300 by 2005	PSA 1 (DCMS)	
	Sports and Leisure	Increase percentage of residents who regularly participate or use sport and leisure facilities from 26% to 40% by March 2005.	LPSA	

PRIORITY: ENCOURAGING A SAFE NIGHT TIME ECONOMY

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Foot Patrols	Increase the impacts of high-visibility police foot patrols in the town centre using police, police community safety officers, street wardens, council security and private security		
	Management of premises	Introduce a multi-agency response to clamp-down on the management of premises found to be causing problems.		
	Early intervention	Establish an alcohol misuse early intervention scheme.		
	Sensible drinking	Promote sensible drinking through education in schools and throughout the community		

PRIORITY: REDUCING CRIME RELATING TO YOUNG PEOPLE

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Reduction in re-offending rates	Achieve a 7% reduction in re-offending rates of young offenders receiving reprimand, final warnings and conviction from a court by December 2004	LPSA	
	Looked after children who offend	Reduce the proportion of looked after children who receive a reprimand, final warning and conviction by court from 8% to 6% by March 2005	LPSA	
	Warnings supported by programmes	Ensure that 80% of final warnings are supported by programme interventions by 2004.		
	Young offenders in full-time education	To ensure that 90% of young offenders supervised by Y Offending Team are in full time education, training or employment by 2004.		
	Number of reported street offences	Reduce the annual rate of increase in the number of reported street offences to less than 10% of the current level.		
	Retail theft initiative	Develop a retail theft initiative targeting those convicted of shoplifting by 2003.		
	Prolific offenders	Target up to 40 persistent offenders through intensive supervision programmes.		
	Crime reported by young people	Increase crime reported by young people by 2005		

PRIORITY: TACKLING HATE CRIME AND DOMESTIC VIOLENCE

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Increase number of racial incidents recorded	To address under reporting by increasing the number of racial incidents recorded		
	Adult protection	Ensure all incidents of abuse are investigated through the Croydon Multi-Agency Adult Protection procedures		
	Judicial disposal rate	To increase the judicial disposal rate by 18% of people who are accused of committing race crime offences.		
	Judicial disposal rate	Achieve a judicial disposal rate of 16% of those accused of domestic violence, and 18% for those committing three or more offences		
	Judicial disposal rate	Achieve a judicial disposal rate of 16% for those accused of homophobic crime		
	Homophobic Incidents	Improve victim satisfaction with the investigation of homophobic incidents by the police to 75%. This will be monitored with self-assessment surveys.		

PRIORITY: REDUCING DRUG MISUSE AND DRUG RELATED CRIMES

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Drug treatment	Reduce waiting times for drug treatment in line with national targets by 2004, e.g. two weeks for structured counselling	PSA 6a (HO)	
	Repeat offending	Ensure all young people receive effective drug education and all vulnerable young people receive targeted prevention by April 2004		
	Drug treatment	Ensure all young people identified as needing drug treatment are engaged with specialised services by March 2006		
	Communities trained against drugs	Ensure that communities in the most deprived wards are trained and empowered to take action against drug misuse		
	Firearms seized	Increase the number of firearms seized from xx to xx		
	Drug in operation	Increase the amount of class A drug operations from xx to xx		
	People entering drug treatment programme	To increase the number of people recorded as entering drug treatment programme from 421 to 884 by March 2005. (LPSA)	LPSA 5 PSA 10 (DH)	
	Judicial disposals	To increase the number of judicial disposals for supplying class 'A' drugs from xx to 40.		
	Death by drugs	Reduce drug related deaths by 20% (1999 baseline) by 2004		
	Clients completing a residential rehabilitation	To increase the number of clients completing a residential rehabilitation programme from 26 to 46 by March 2005. (LPSA)	LPSA 5	

PRIORITY: PROMOTING A SAFER CROYDON

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Vehicle crime	Reduce vehicle crime in 2003-2004 to 7% below the level in 2002-2003	PSA 1(HO)	
	Domestic burglary	Reduce domestic burglary in 2003-2004 to 4% below the level in 2002-2003	PSA 1b (HO)	
	Street Crime	Reduce street crime in 2003-2004 to 10% below the level in 2002-2003	PSA 1c (HO)	
	Residents who feel safe	Increase the percentage of residents who feel safe/fairly safe in public places during the day and after dark		

PRIORITY: SUPPORTING ADULTS NEEDING CARE

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Mortality rates	Reduce mortality rates from suicide and undetermined injury by 20% by 2010.	HIMP/ PPG	
	Intensive homecare	By 2005, increase the proportion of people per 1000 population aged 65+ receiving intensive home care from 13 to 15.5 and those helped to live at home from 84 to 92	HIMP/ PPG/	
	Older people supported at homes	Increase by March 2006 the number of older people supported intensively at home to 30% of those supported by the social services at home or in residential care	HIMP/ PPG/	
	Emergency admissions for older people	Ensure total emergency admissions of older adults grow at less than 1% with no growth in readmission, and reduce emergency admissions of people aged 75+ from 3.2 to 2% of the population by 2005	HIMP/	
	People with learning disability	Enable all people with learning disabilities still in long stay hospitals to move to appropriate care provision		
	Range of services	Increase availability, quality and range of short break services		
	Person-centred planning	Introduce person-centred planning for adults with learning disabilities by 2004	HIMP/ PPG/	
	Supported housing for people with disabilities	Establish ten more people with learning disabilities in supported housing by 2004	HIMP/	

PRIORITY: HELPING PEOPLE LIVE LONGER HEALTHIER LIVES

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Deaths from cancer	Reduce deaths from cancer by 20% in people under 75 by 2010	HIMP/ PPG	
	Inequalities in health outcomes	Reduce inequalities in health outcomes by 10% by 2010		
	deaths from coronary heart disease	Reduce deaths from coronary heart disease by 40% in people under 75 by 2010	HIMP/ PPG	
	Smoking rates among manual groups	Reduce smoking rates among manual groups from 32% (in 1998) to 26% by 2010	HIMP/ PPG	

PRIORITY: DEVELOPING THE HEALTH AND WELFARE OF CHILDREN AND YOUNG PEOPLE

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Adoption	Increase the number of looked after children adopted or made the subject of Special Guardianship Orders from 23 to 34 per year by 2005		
	Adoption	Ensure no looked after child waits more than two years for placement for adoption by March 2005, and reduce the average waiting time for a child to be adopted from 34 months to 24 months by 2005	QP/ LPSA	
	Adoption	Increase the percentage of children placed within 12 months of approval by the panel for children adopted during the year from 70% to 95% by March 2005	QP/ LPSA	
	Children in care	Ensure 15% of children in care attain at least five A*-C grades at GCSE by 2004	QP/ LPSA	
	Children in care	Maintain by March 2004 education, training and employment outcomes for care-leavers aged 19 to at least 75% of those achieved by young people in the same area	QP	
	Conception rate	Achieve a 50% reduction in the conception rates for under- 18s by 2010	QP	

CAHMS	Increase the child and adolescent mental health services by at least 10% each year across the service according to agreed local priorities (for the next 3 years)		
Free school meals	Support all schools with more than 20% free school meals eligibility to actively participate in the National Healthy Schools Standard initiative by 2006		
Breastfeeding initiation	Increase the breastfeeding initiation rate by 2% a year, focusing on disadvantaged groups	PSA 9c (DH)	
Smoking	Reduce smoking among children (aged 11-15 years) from 13% to 9% or less by 2010	HIMP	
Childcare	Create an additional 3000 new childcare places by 2004	David Johnstone	
Child poverty	Reduce the number of children living in poverty by 2004 by better targeting of benefits	David Johnstone	

PRIORITY: ACHIEVING BETTER AND FAIRER ACCESS TO SERVICES

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Life expectancy	Reduce the gap between the people with the lowest life expectancy at birth and the population as a whole		
	e-government	Achieve e-government targets by ensuring all suitable services are available electronically across all statutory agencies by 2005		
	Equalities standard	Meet the equalities standard for local government at level three by March 2004, level four by March 2005, and level five by March 2006		
	Fair Access to Services	Implement the 'Fair Access to Care Services' initiative, including the introduction of a new national framework for eligibility for adult services in 2003		
	Emergency admission	Reduce to four hours the maximum waits in A&E from arrival to admission, transfer or discharge by December 2004		
	Healthcare	Ensure 100% of patients who wish to do so can see a primary health care professional within one working day and a GP within two working days by December 2004		
	Healthcare	Achieve maximum wait of four months (17 weeks) for an outpatient appointment and reduce the number of over 13-week outpatient waiters by March 2004, and achieve a maximum wait of three months for an outpatient appointment by December 2005		

Healthcare	Achieve a maximum wait of nine months for all inpatients waiters and reduce the number of six-month inpatient waiters by 40% by March 2004		
Benefit claims	Reduce the average speed of processing new benefits claims to 36 days, whilst maintaining 99% accuracy, by March 2004		
Benefit claims	Improve the percentage of housing benefits and council tax benefits renewal claims that are processed without a break in the payment from 58.2% to 97% by 2004-2005		
Legal advice	Improve access to legal advice for the community and ensure all service access outlets achieve the Community Legal Services Quality Mark by March 2005		

PRIORITY: INCREASING COMMUNITY INVOLVEMENT

PRIORITY	TARGETS	INDICATOR	SOURCE	NOTES
Community Strategy	Neighbourhood Forums	Increase the proportion of people involved in local Neighbourhood Forums		
	Voluntary and Community organisation	Increase the number of people involved with voluntary or community organisations in Croydon		
	Statutory agencies	Increase the percentage of residents who feel that the statutory agencies take notice of their views		
	Turnouts for local elections	Improve the percentage turnout for local elections		