

“MAKING THE BEST BETTER”

Ealing Council Corporate Plan Update for 2013-14

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1. Foreword

In summer 2010 Ealing Council agreed its Corporate Plan 2010-14, which set out the Council's response to residents' call to improve public services, protect the most vulnerable, secure jobs and homes and improve quality of life for Ealing residents in the context of unprecedented financial challenges.

This Corporate Plan update sets out the progress towards meeting key goals, achievements over the last three years and priorities for 2013-14 designed to further progress our five priorities:



The Council remains committed to doing all it can to achieve these priorities for Ealing, focussing our resources on:

- Delivering excellent frontline services, particularly those for our most vulnerable residents
- Securing investment in the borough's future, for example through additional school places, renewal of our town centres, and regeneration of our housing estates
- Keeping Council Tax frozen, which we have done for 2013-14 and intend to do so for 2014-15

Since 2010, the scale of the challenges we face as a Council and as a borough has increased. Over the 4-year period of this Corporate Plan, the Council has had to find savings of £85m. At the same time, the Council is facing unprecedented challenges arising from growing economic pressure, rising demand for many of its services, and significant changes in national policy affecting a range of areas including health, welfare reform, education, planning and housing. The Council is having to transform the way it operates in order to respond effectively to these challenges and deliver the best possible outcomes for Ealing residents.

Ealing Council is well placed to achieve this. Whilst the scale of the budget reductions unavoidably demands that difficult decisions have to be made, a robust budget for 2013-14 has been delivered, and all of the savings the Council expects to have to make by 2014 have been identified. The Council has an ongoing rigorous value for money programme focused on improving efficiency and reducing costs, which has helped us to protect the priority frontline services our customers value. As a result

there will be no closures of libraries, leisure centres, children's centres, play services or youth provision, despite the savings we have had to make. At the same time we have invested significantly in regeneration and physical improvements in the Borough. Major improvements have been delivered in our town centres, such as Ealing Broadway, West Ealing and Southall. Working with development partners key housing estates across the borough are being regenerated and we have met the significant demand for school places with an additional 5,040 primary places on track for delivery by 2014.

Performance remains strong with nearly 70% of our key comparable indicators having maintained or improved performance over the lifetime of this administration. Most importantly, despite all these challenges residents of the borough remain satisfied with local public services and have reported positive views about living in the borough, according to our most recent 2012 Residents Survey. Four out of five residents say the council is doing a good job, the same figure as in 2010 before the cuts began to bite and the same number say they are satisfied with their neighbourhood as a place to live. Satisfaction with local services remains generally high, with a number of services such as parking, playgrounds, adults and children's social services having recorded real increases in satisfaction since 2010. There is a great sense of cohesion among local communities, with 90% of residents agreeing that people from different ethnic backgrounds get on well together. Feelings of safety have increased, with 95% of residents reporting feeling safe in their local neighbourhoods during the day and residents report lower levels of anti-social behaviour in their neighbourhoods than ever before.

Every aspect of the Council's work is guided by our four core corporate values, which help ensure the focus of the organisation is on delivering the best possible outcomes for residents:

- Putting results for our residents first and above all else
- Offering world class customer service
- Securing value for money in everything we do
- Working as One Council

We are proud of what we have achieved in the past three years: improving performance and efficiency, cutting our costs and protecting front line services. As always, there is much more to do, and this document sets out clear priorities and targets to ensure that over the next year we make Ealing an even better place to live.

Councillor Julian Bell, Leader of Ealing Council
Martin Smith, Chief Executive of Ealing Council

2. Ealing: Introduction to the People and the Place

Ealing is an extremely diverse borough in the west of London. Home to over 340,000 people, it is the third largest borough by population in London, built around seven distinct town centres. At 61 persons per hectare, Ealing is also the third most densely populated borough in Outer London. Like its population, the area and its identity is diverse in nature, with many areas of suburban greenery but also many areas with an inner city feel.

More than half of our residents are from ethnic minorities, making Ealing the third most ethnically diverse borough in the country, up from being the fourth most diverse at the time of the 2001 census. We have the largest Polish community and the highest number of Afghans of all the local authorities in the country. We also have the third largest Sikh population outside of India. Over 100 languages are spoken in our schools. One in three Ealing residents does not have English as their main language; in fact one in five Ealing households do not have anyone in their household speaking English as their main language. However, only a very small number of people are unable to speak English with reasonable fluency. The most common main languages for Ealing residents, other than English, are Polish, Panjabi, Arabic and Tamil – amongst a large number of other Asian and African languages.

Close to half of Ealing residents were born outside the UK, with a quarter arriving only in the last decade. The borough has a sizeable number of people arriving from recent EU accession countries such as Poland, Lithuania and Romania. We also have a high number of residents born in Japan, Iran, Somalia and the Middle East.

Some people will have lived locally for their entire lives; some only live here for a few months before moving on, with an annual turnover of around 25% of the local population. We also have the highest number of short-term residents i.e. those who intend to be in the borough for less than a year, in Outer London.

This diversity also extends much further than ethnicity and covers family types, faiths, languages, cultures and traditions, which come together in a unique mix that makes the borough a very special place.

Ealing is a strong economic centre with about 13,000 businesses and a workforce of around 160,000 people, about a third of whom travel in from outside the borough. The area boasts of prosperous employment and while the recession in recent years has had an impact, skills levels, life expectancy and household income levels amongst adults remain above average. More than a third of the residents work in professional or technical occupations, with another sizeable proportion engaged in administrative and other service occupations.

The general prosperity of the borough, however, is not shared by all of our communities. Poor standards of health and education, low household incomes and high levels of benefits dependency are concentrated in pockets of deprivation, hence improving the quality of life for all local people remains an on-going priority.

In terms of housing, Ealing has a much larger proportion of purpose-built or converted flats and apartments and less of detached or semi-detached houses than in Outer

London overall. More than half of Ealing residents own their homes, with less than one in five living in socially rented accommodation, lower than the London average. Home ownership, especially with a mortgage or loan, has fallen considerably during the last decade, whilst the number of homes that are privately rented has risen to over 25%. A challenging economic climate and a lack of sufficient supply to meet the high demand has also meant an increasing pressure on affordable housing, which may be one of the reasons for a small but significant proportion of households living in overcrowded accommodation, especially in some parts of the borough where as many as one in five houses are overcrowded.

The borough's population has increased by nearly ten per cent in the last decade, with certain age groups showing a much larger growth than others. One of the highest increases has been in the number of pre-school (0-4 years) children, increasing by 32% during the period 2001-11. Average household size is also increasing, and one in five Ealing families who have dependent children have three or more of them. There is also a sizeable number of lone parents in the borough who have dependent children but no employment. All of this has implications for the provision of school places as well as other services for our young residents in future.

The economic downturn has created more challenges, leaving local public services supporting those most in need while at the same time seeking to deliver all public services increasingly effectively.

This Corporate Plan Update outlines how the council can best respond to the challenges we face to deliver our priorities whilst managing increasing demand for services and a rapidly expanding population. It shows the key projects that will occur over the coming year to deliver change locally and focus on the priorities of our residents and service users.

3. Our 5 Priorities: Achievements from 2010 to 2013 and Priorities for 2013-14

a. Delivering Value for Money

ACHIEVEMENTS FROM 2010 TO 2013

Improve organisational efficiency and value for money across the council and through partnership and joint working

We have:

- Frozen council tax for 2013/14 and intend to do so for 2014/15, which could mean council tax will have been frozen in Ealing at the same rate for six years
- Identified all of the £85m total savings to be delivered by April 2015, of which £49m (58%) have been efficiency savings
- Increased resident satisfaction with regards to value for money. 54% of residents agree that the council provides good value for money for the council tax they pay according to the 2012 Residents Survey, a 5% increase from the previous survey in 2010
- Maintained and improved collection rates for Council Tax with year-end performance of 97.3% exceeding target
- Targeted fraud, via projects such as the Single Person Discount (SNAP) review, as a result an additional £2.5m Council Tax charges have been billed to date
- Consulted and agreed an approach to the implementation of the new Council Tax Support Scheme in order to ensure a smooth transition in April 2013
- Reduced the amount spent on senior management by more than a third, aided by the removal of the senior leadership bonus scheme. All our employees are paid the London Living Wage and we are now an accredited Living Wage Employer
- Councillor's allowances have been frozen for the duration of this Council
- Through our Value for Money Programme, led on delivery of over £6m of measureable savings, through projects on joint working in partnership with other Boroughs in the West London Alliance, more efficient procurement and reduction of non-essential spend
- Driven delivery of the Ealing Community Strategy, in partnership with Ealing's Local Strategic Partnership, in order to provide better value for money public and community services. For example we have implemented a joined-up approach to services and investment in Southall, through creating the Southall Charter, increasing community-led projects and events, and delivered Safer Southall projects on local priorities such as tackling prostitution and drugs
- Developed a robust, effective 'Think Family Plus' programme to support 880 families with multiple problems, working across agencies to identify and support families together and using additional Government funding to develop innovative evidence-based services for whole families
- Ensured the Council and its partners continue to respond effectively to the requirements of the Equality Act 2010 and act on opportunities to reduce discrimination and inequality, and enhance cohesion in local communities.

Offer world-class customer service

We have:

- Continued to implement the Customer Service Strategy, including: providing a greater range of integrated e-forms, for example in Housing Benefits, improving our website, and strengthening quality assurance through a mystery shopping programme and targeted training for our staff
- Increased resident satisfaction on key customer service indicators. Nearly three in four residents say our staff are friendly and polite, and over half also say we listen to concerns of local residents and respond quickly when they ask for help. All three of these indicators showed an increase in satisfaction from the previous Residents Survey in 2010
- Retained our accreditation for customer services excellence
- Promoted and improved customer access channels introducing further self-service options for customers and improving the 24-hour on-line offer
- Implemented Ealing's Welfare Reform changes including gaining agreement for a local Council Tax Support and Local Welfare Assistance scheme ready for implementation on 1st April 2013
- Implemented a stretch target of an average 25 second telephone wait time for priority services which has been consistently met since September 12
- Reduced the average time that a customer has to wait in the reception to speak to an advisor to 10 minutes on average by the end of March 2013
- Reduced the need for unnecessary customer visits with a 15% reduction in face to face customers compared to the last financial year.
- Implemented an appointment system for customer enquiries for Housing, Benefits and Council Tax matters, which has delivered improvements
- Maintained and improved on benefits performance, even though there has been a higher % of new claims and change of circumstances
- Been crowned 'Parking Team of the Year' at the 2013 British Parking Awards and the team was also a finalist for the 'Exceptional Customers Services' award
- Improved our Registrars Service to be more able to respond to the need of our residents
- Successfully refreshed the Blue badge permit scheme at Ealing, which went live in December 2012 and will help to combat theft of Blue Badges.

Deliver excellent resource management to support the achievement of our priorities

We have:

- Delivered the planned reduction in the cost of the corporate centre, whilst improving customer service satisfaction by 15% according to the last survey
- Ensured the successful delivery of the ICT Strategy to drive innovation, improve productivity and customer service. A major infrastructure refresh was delivered, giving increased security, reliability and resilience, and improved tools for mobile and flexible working through secure remote full desktop access
- Successfully concluded a renegotiation of the terms and conditions of employment of our 3,000 non-schools employees which will save £1million
- Delivered the GLA / mayoral elections in 2012 and continued to make preparations to ensure successful delivery of the Local Government elections in 2014

- Successfully reduced the size of the workforce whilst still continuing to invest in the training and development of our staff in order to build a more flexible, valued and productive workforce.

PRIORITIES FOR 2013-14

Improve organisational efficiency and value for money across the council and through partnership and joint working

We will:

- Plan to freeze council tax for 2014-15
- Begin to plan our financial and organisational strategy for 2015 onwards
- Deliver a refreshed Ealing Community Strategy and Local Strategic Partnership priorities, focussing on:
 - Local economic growth and delivering projects to improve and support local prosperity
 - Rolling-out area-based work in East Acton
 - Continuing to develop integrated working, robust evaluation, and joined-up services for families through Think Family Plus
 - Delivering the voluntary sector review action plan and grant settlement for next 3 years
- Explore opportunities offered by 'community budgets' and 'financial devolution' to join up public services, drive efficiency and improve outcomes for residents
- Further strengthen collaboration with our West London Alliance partners by exploring further opportunities for joint procurement and shared services.
- Continue to ensure that the Council responds effectively to the requirements of the Equality Act 2010, and works to ensure that local services and decisions reduce discrimination, inequality, and increase cohesion, wherever possible.

Offer world-class customer service

We will:

- Deliver an effective local council tax support and welfare assistance scheme
- Continue to improve customer service performance and enable more customers to move away from contacting us by phone and reception by providing improved on-line services and maximising the use of new technology
- Deliver the project on an Authentication and Verification portal, allowing customers to access a number of key popular services, without repeated requests for information
- Deliver a program of rapid end-to-end process improvement for high volume priority service areas
- Explore opportunities for market testing in Customer Services.

Deliver excellent resource management to support the achievement of our priorities

We will:

- Deliver an effective approach to the impact of welfare reform and implement universal credit
- Effectively manage the new Business Rate Retention scheme
- Finalise our preparations to successfully deliver the Local Government and European elections in 2014
- Deliver a new approach to Facilities Management to drive improvement

- Effectively utilise accommodation through maximising the usage of Perceval House.

b. Making Ealing Safer

ACHIEVEMENTS FROM 2010 TO 2013

Deliver coordinated and effective community protection, enforcement and regulation across the borough

We have:

- Worked in partnership to deliver a range of crime reductions, with key outcomes in 2012/13 including:
 - Robbery of personal property is down by 19.6% (268 fewer offences)
 - Thefts of Motor Vehicles are down 2.6% (22 fewer offences)
 - Theft from Motor Vehicle are down 17.6% (649 fewer offences)
- Following the rapid and effective response to the riots in Ealing in August 2011, the Council has continued to work closely with businesses supporting them to recover and grow. Direct financial support was given to over 650 businesses. Links between businesses and the communities in Central and West Ealing have been strengthened through the emerging neighbourhood forums for each of these areas. West Ealing was awarded £100,000 of High Street Improvement Fund money from central government, to which the Council has added £200,000 of the original riot recovery money. This fund is being used to create a number of projects that are business-led and will help business develop in West Ealing including using vacant shops and enabling businesses to work together with local young people
- Opposed cuts to police numbers by the Mayor of London and campaigned to keep police stations in Ealing open
- Worked with partners such as the Probation and Police Service to review the model for delivering Integrated Offender Management, and develop new ways of pro-actively working to reduce re-offending in the future, particularly targeting offenders for robbery and burglary
- Increased enforcement across all Regeneration & Housing Regulatory Services namely; food standards, anti-social behaviour (ASB), HMO's, Private Sector Housing, Licensing, noise nuisance and illegal outbuildings. Key outcomes include:
 - A sustained reduction of crime in licensed premises (in particular violent crime with a 21% reduction in 2011, and a further 15% reduction in 2012), coupled with an increase in license reviews and risk management of premises
 - Additional Controlled Drinking Zones have been agreed which now cover the whole borough and enforcement has taken place in hotspot areas
 - 14 trading standards prosecutions were completed, all were successful
 - CPO's for 10 Empty Properties are being sought
 - First prosecutions for the Private Sector Housing Team
- Increased our effectiveness in tackling Anti-Social Behaviour and licensing issues through a fully integrated service with Ealing police, safer communities and regulatory officers, working on a geographical basis. Successful outcomes as a result of this include:
 - We have nearly doubled the number of enforcements in terms of ASB injunctions/evictions and improved working with WLMHT/RSL's on stopping ASB

- Ealing now has in place 60 ASBOs (relating to the management of street drinkers, repeat offenders and perpetrators of persistent ASB) – this places Ealing third in terms of numbers within the Metropolitan Police area
- Delivered a response service, which works at weekends at the times when residents most need it, to tackle noise and other regulatory/ASB issues. 38% of all calls received were within the new additional 29.5 hours per week. 3,424 noise response requests were received (of which 70% were visited within the hour, and 99% were responded to within the hour). The increase in response/action has increased the level of enforcement (with more notices now issued (up 27%) and court case work (up 50%))
- Cracked down further on businesses that do not adhere to their responsibilities under the law e.g. via a series of proactive enforcement campaigns relating to the responsibilities of shisha, off-licences and food distribution, combining both educational and enforcement strands to secure compliance
- Worked with partners such as UKBA, HMRC, police and fire services to tackle the range of issues associated with illegal outhouses and HMOs in the borough. We have invested £250k in 2012/13 and again in 2013/14 for a dedicated team for illegal outhouse work and have just secured £270,919 funding from Central Government for 2013/14 (as we also did in 2012/13), which is the largest amount for any London borough. Outcomes include:
 - Over 2000 inspections have been carried out in 2012/13, double the amount of the previous year which has led to increases in enforcement
 - 31 HMOs were identified for prosecution and 4 prosecutions pending for non-licensing
 - 35 Housing Act orders issued
 - 65 Planning contravention notices issued
 - 1 outbuilding pulled down by Landlord following enforcement
 - We successfully defended 4 planning enforcement notices for the demolition of outhouses which had previously been appealed
- Launched the Safer Communities branded service, ensuring for residents that our new and existing front line officers are visible and easily identifiable by their Safer Communities clothing and equipment
- Commissioned a new Domestic Violence service (both a BME specific and a generic service), with increased council funding which meets the needs of our local communities who are victims of domestic violence
- Completed 235 Gating schemes over the last three years providing protection for around 4200 properties
- Under the Community Payback scheme there have been 82 clean-ups across the borough
- Continued to deliver additional street lighting in crime hotspots (with all schemes delivered by October 2012)
- Further reduced levels of youth crime (initial and re-offending), including a 10% reduction in Serious Youth Violence and improved the life chances of young people at risk of involvement in offending behaviour. Ealing also took part in a Home office led partnership peer review on ending gang and youth violence which concluded that the Ealing partnership had many strengths including, partnership working, leadership, a good understanding of current problems, good data sharing across partners and strong multi-agency safeguarding procedures

- Launched the innovative Somali Youth Project in partnership with local community group to reduce crime and involvement in gangs by Somali young people. We held the first annual Somali Youth Conference in March 2013
- Successfully bid for £660k funding from MOPAC for partnership crime priorities in 2013/14 e.g. burglary, serious youth violence and ASB.

Safeguarding vulnerable children and adults

We have:

- Ensured robust, effective and integrated services are in place which provide help to children, young people and families as early as possible, to prevent escalation of difficulties. For example, the restructured SAFE service is now fully operational with teams working from 3 locations across the borough, dealing with children and young people aged 0-18 and the revised Children's Centres strategy 2013-15 has been agreed to ensure we collectively deliver improved outcomes for children aged 0-5. It maintains the network of 27 Children's Centres and we have achieved our initial target for increases in places for 2 year olds.
- Ensured that help to children in need of safeguarding is timely and effective, as confirmed by the most recent Ofsted inspection of Children's safeguarding
- Ensured revised operational delivery models reflect the principles set out in the Allen Review of Early Intervention and Munro review of Social Work through delivery of Ealing's Children's Integrated Response Service, operating since July 12
- Maintained robust and effective safeguarding arrangements for vulnerable adults. For example a successful world elder abuse day was held in June 2012 and we have taken robust action to deal with concerns at care homes. We also completed the validation of NHS trusts self-assessment against Safeguarding Adults Standards in October 2012
- Refreshed and agreed the Ealing Carers Strategy, jointly with health partners and the Voluntary Sector, ensuring it is fit for purpose and effective.

Transport improvements

We have:

- Continued to implement schemes in major town centres including Southall Broadway, Acton, Ealing Broadway, Hanwell and West Ealing that seek to better the balance between all users whilst improving traffic flow
- In 2012-13 delivered the 10 Corridor and 25 Neighbourhood improvements programmes set out in the Local Implementation Plan, in order to improve pedestrian safety. As a result of our work over the last 3 years the number of killed or seriously injured has gone by 26% between 2009 and 2012
- Delivered design schemes for segregated cycle lanes, this will increase modal shift, when they are built in 2013-14 and in the years beyond
- Continued to lobby for and assist the delivery of step free access at Northolt, Greenford and Ealing Broadway LUL Stations. As a result work on Greenford lifts are due to start in May 2013 and the timetable for re-construction of Ealing Broadway has been accelerated, and is now due to start in October 2015 and complete in December 2016, two years ahead of schedule
- A strong track record of delivery which has enhanced the confidence of bodies such as TfL to provide funding for projects such as the pedestrian crossing at

the Lido and the cycle hub at Ealing Broadway (which won two national awards) and work with the council on future innovative projects

- Persuaded High Speed 2 Ltd to bring forward a tunnelled route as the preferred option to take the line through the borough.

PRIORITIES FOR 2013-14

Deliver coordinated and effective community protection, enforcement and regulation across the borough

We will:

- Continue to develop effective joint working interventions to deal with issues such as crime and ASB on our Estates
- More effectively manage in the private rented sector, regulating landlords and exploring the potential for having a licensing scheme for accreditation as well as enforcement
- Deliver increased enforcement, led by regulatory services and working across council services and with partners, to ensure enforcement is better targeted in areas where it is needed
- Continue to work with partners to tackle the range of issues associated with illegal outhouses and unlicensed Houses in Multiple Occupation
- Work in partnership with the police to target our resources more effectively in tackling burglary
- Increase the functions of our existing area based teams (e.g. tenancy management, children's services) to more effectively tackle local issues
- Continue to reduce youth crime and youth violence and increase access to education, training and employment opportunities for vulnerable young people
- Continue to work with the police and probation services to influence and shape the implementation of Ealing's Integrated Offender Model to reduce and proactively deal with re-offending.

Safeguarding vulnerable children and adults

We will:

- Further embed Ealing's Children's Integrated Response Service through extending partnership engagement, ensuring that children and families are well supported and that children and young people are safeguarded from harm
- Embed the national Troubled Families initiative, known locally as Think Family Plus, to try and make a difference to lives of families and create sustainable model for the future
- Produce a Looked After Children Strategy, building on good work already being done, but also addressing requirements to implement the Family Justice review, the adoption changes and some new initiatives for LAC prevention
- Continue to develop the Council's network of 27 Children's Centres as a key element of early intervention and ensure access of disadvantaged 2 year olds to Early Years education
- Implement the Domestic Violence Strategy and deliver the action plan
- Implement in full the recommendations arising from the Winterbourne View review of learning disabilities.

Planning and Transport improvements

We will:

- Continue to negotiate with relevant parties to ensure the best quality Cross-rail stations are delivered for the borough despite the budget pressures on the project
- Ensure we utilise our Disabled Facilities Grant as effectively as possible to meet the needs of an ageing population and support independent living
- Deliver a new forecourt for Ealing Broadway station
- Deliver a second cycle hub in North Acton
- Work with government to ensure legislative changes in planning do not adversely impact on the residents of Ealing
- Ensure planning committee are effectively supported and trained to enable them to carry out their role to maximum positive effect
- Start construction of the Southall Broadway Boulevard project transforming a key part of Southall
- Work with London Underground to oversee the delivery of a series of improvements to Greenford Station by Spring 2015 including a much needed new lift
- Continue to ensure that negative impacts from the scheme for High Speed 2 are minimised for the residents and businesses in Ealing and that benefits are maximised.

c. Securing Public Services

ACHIEVEMENTS FROM 2010 TO 2013

Build schools fit for the future and improve educational achievement for all children and young people

We have:

- Supported the improvement of all our schools, and in particular supported all our 'satisfactory' schools to become 'good' or 'outstanding' with the result that there has been a 20% increase in the number of primary schools judged to be good or outstanding since July 2012, bringing the current total to 83% exceeding the national and London figure, whilst 86% of our secondary schools are judged to be good or outstanding. We also continue to have amongst the highest proportion nationally of care leavers at University at 16%
- Improved rates of progress and outcomes for all pupils, including narrowing the attainment gap of the lowest achieving 20%, for example the achievement gap between pupils eligible for free school meals and their peers at Key Stages 2 and 4 has reduced (i.e. improved) in both cases since 2010-11, and 46% of pupils entitled to free school meals or are looked after achieved 5A*-C compared with 38% nationally
- Improved speech and language skills in under 5s/pre-school children as evidenced in the FSP 2012 outcomes – for example a 2% increase since 2011 on figures for development in Communication, Language and Literacy, (65% at age 6+ in CLL)
- Delivered the primary school expansion programme, review of SEN provision and high school developments to secure sufficient pupil places to meet the growth in demand resulting from a 33% increase in birth rate and a retention rate which has reached a 20-year high. Outcomes include:
 - We are on track to deliver an additional 5,040 primary places by 2014
 - The new High school in the North of the borough (William Perkin School) and the Priory Academy in Acton are on track to open in September 2013
 - The 2 Building Schools for the Future schools, Dormers Wells and Cardinal Wiseman were completed
 - There are imaginative plans to re-build and expand St John's Primary School as part of the regeneration of Green Man Lane
- Improved school sports, youth and play facilities, with £1M invested in Children's play facilities, and a skate park opened. We launched the state of the art Westside Young Persons Centre, opened by HRH the Duke of York, which has been shortlisted for a prestigious national architecture award. The summer university programme was again run successfully in 2013
- Engaged young people in local democracy through the annual election of a Youth mayor and the active engagement of Looked After Children with the Council via Horizons Shout Out Council.

Transform adult social care

We have:

- Continued to implement the personalisation agenda, increasing to 70% the proportion of eligible service users benefiting from Personal Budgets, exceeding the national target. 6000 people are now in receipt of individual

budgets, equating to £8.7M of purchasing power which residents can use more flexibly to meet their needs. This has aided the development of a vibrant provider market for service users e.g. Mencap, Yarrow Housing and Certitude. Choice and control is fully embedded for users

- Continued to prioritise the contribution of re-ablement and intermediate care, to empower and provide independence, and boost people's ability to self-care. The Integrated Care Pilot is now operational across the borough, with joint care planning in place between GP's and social care staff for all over 75's and diabetics at risk of being admitted to hospital. As a result 1,643 care plans have been completed, 6 multidisciplinary groups have been set up and 72 case conferences held. We have also introduced the new rapid response admissions avoidance service (Intermediate Care Ealing), where health and social care staff visit people at home within four hours in order to reduce hospital admissions
- Delivered an effective and high quality service in the face of rising demand, providing universal information and signposting, and targeting services to the most vulnerable. Efficiencies made include £1M savings on Homecare through joint West London procurement
- Opened, in May 2012, a new extra care sheltered housing service at Turnberry Court on the Golf Links Estate, the forty flats provide a good value for money and high quality alternative to residential care
- Opened the Accession community shop in Hanwell, a social enterprise for people with learning disabilities set up jointly by Ealing Council and West London Mental Health Trust. We have also set up Horsenden Hill Social Enterprise with Accession, which has received praise from the Cabinet Office and could serve as a pilot for other authorities
- Improved the speed of Occupational Therapy assessments, with all now completed within 3 months and significant improvements in waiting times for major adaptations
- Through the work of our handy person service, supported more than 1500 vulnerable residents through preventative and proactive works being carried out in their homes to assist them in maintaining independent living.

Work to improve health outcomes for the residents of Ealing

We have:

- Fought for high quality access to vital health services for residents of the borough, through opposing NHS proposals to downgrade hospitals in North West London. Engaging with our residents we have developed a well evidenced case and led the campaign against the proposals. We helped co-ordinate a petition against the plans that gathered nearly 30,000 signatures, submitted a detailed consultation response, actively scrutinised and challenged the proposals in a number of public forums, and made media appearances opposing the plans. We have referred the plans to the Secretary of State for Health, who is expected to order an independent review. We have also applied for a judicial review to challenge the NHS's decision
- Developed a robust and effective Health and Wellbeing Board, which is focused on delivering improved health and social care outcomes for the people of Ealing, and promoting improved partnership and integrated health and social care. Key outcomes achieved include, over 100 professionals trained on alcohol screening, 1964 people helped to stop smoking and key strategies

developed such as the Joint Strategic Needs Assessment, the Health and Wellbeing Strategy, the Healthy Weight and Healthy Lives Strategy and the Sport and Physical Activity Strategy

- Managed a safe transition and continuity of service as Public Health transferred into the Council, and ensured that all Council services are focused on the contribution they can make to improving the health of the population
- Continued to build excellent relationships with Health Partners, and ensured the development of strong partnership arrangements with the new CCG, particularly in relation to maintaining integrated commissioning, and delivering increasingly integrated care
- Promoted the emotional health and well-being of children and young people, through delivery of the CAMHS strategy and action plan
- Ensured that people with mental health problems in Ealing receive the best possible integrated care and support at home wherever possible through delivery of the integrated home support model for dementia programme and supporting people with mental health problems into settled accommodation with support in the community.

Improving Parking Services

We have:

- Implemented parking services' customer service improvement programme including paperless permits and additional online services
- Been crowned 'Parking Team of the Year' at the 2013 British Parking Awards and the team was also a finalist for the 'Exceptional Customers Services' award
- Over the last year given out fewer Penalty Charge Notices, have had less appeals made and less appeals won
- Worked jointly with Brent and Hounslow Councils to create a unique West London parking service. The first and biggest of its kind in the country, the five-year contract run by Serco will mean an improved parking service thanks to economies of scale, new technology and more efficient working practices
- Completed the investment in CCTV infrastructure to deliver more effective enforcement and supported other goals in relation to reducing crime and improve community safety
- Delivered additional car parking capacity in Southall through the creation of a new car park with 80 spaces.

PRIORITIES FOR 2013-14

Build schools fit for the future and improve educational achievement for all children and young people

We will:

- Further improve the position of Ealing schools against Ofsted's Local Authority rankings so that at least 90% of all schools are providing a good or outstanding standard of education by 2014
- Sustain the excellent trajectory of improvement in closing attainment gaps for historically underachieving groups
- Continue to deliver the school expansion programme to ensure that there are sufficient school places for children and young people in Ealing

- Continue the successful engagement of young people in youth employment & training.

Transform adult social care

We will:

- Explore opportunities for further integration with the NHS e.g. joint management of services with the Integrated Care Organisation and maintaining and enhancing integrated commissioning with the CCG
- Support 'Accession' to become an independent social enterprise and deliver new projects such as additional community shops and print/design business
- Deliver a new commissioning strategy for housing related support
- Continue to promote personalisation, individual budgets and reablement in order to help people remain living independently in their own homes
- Roll out a self-referral tool online, piloting with local GP's and further develop the personalisation market
- Prepare for and implement changes arising from the new 'Care and Support Bill' such as changes to funding in Adult Social Care, including caps on care and statutory safeguarding adults functions.

Work to improve health outcomes and reduce health inequalities for the residents of Ealing

We will:

- Take forward the work of the Health and Wellbeing Board in the five priority areas listed below, making additional investment from the Public Health Grant
 - Early intervention 0-5 years, through developing our multi-agency Early Intervention Strategy
 - Tackling Childhood obesity, through delivery of the Ealing Healthy Weight Healthy Lives Strategy 2012- 2016
 - Reducing harm from alcohol misuse, through delivery of Ealing's Alcohol Strategy 2013-16
 - Older people and ageing well, through delivering the joint dementia programme with the NHS and submitting a bid to the European Union for funding a project on improving access to transport for isolated older people
 - Out of hospital services, through delivery of the Out of Hospital Strategy for 2012-2015
- Address our new responsibilities for Public Health Commissioning
- Update the Joint Strategic Needs Assessment for 2013
- Continue to actively oppose NHS proposals to downgrade hospital services in North West London.

Delivering effective and resident focused parking services

We will:

- Implement a cross-borough parking project including a new parking telephone service
- Enhance our customers experience through the introduction of new on line services
- Reduce the cost of weekend parking in our multi-storey car park in Springbridge Road (Central Ealing)
- Increase safety levels outside schools with our zigzag line initiative and new CCTV operations.

d. Securing Jobs and Homes

ACHIEVEMENTS FROM 2010 TO 2013

Deliver resident-focussed regeneration of estates and town centres

We have:

- Delivered improvements to Ealing Broadway station forecourt and Haven Green. Full set of plans were issued for consultation in late 2012, the works are now progressing to detailed design with a view to starting the first phase of these works in late spring 2013. The Ealing Broadway Cycle Hub which opened in July 2012, won two accolades at the National Cycle Rail Awards
- Enhanced the public realm around Ealing Town Hall, utilising Section 106 monies and completed essential repairs to the fabric of the building
- Facilitated the owners of the Arcadia sites, Benson Elliott, to deliver comprehensive redevelopment across the sites. The first phase enhancements to existing buildings were submitted to planning in March 2013
- Encouraged and assisted landowners to improve the quality of retail offer in Ealing town centre e.g. through the opening of Pret and Wagamama. A new deal has seen the Ealing Broadway Shopping Centre sold by Wereldhave to British Land. Confidence and reputation is growing and we have now got major players investing in Ealing Town Centre
- Worked to deliver a new cinema in Ealing town centre. Land Securities have been selected as the developer to work alongside the Council to deliver the Compulsory Purchase Order
- Delivered a high quality planning pre-application service to stimulate regeneration and smooth the delivery of regeneration schemes. 92% of our planning applications are being dealt with within 8 weeks
- Established our first Neighbourhood Planning Forums in Ealing Broadway and West Ealing which have assisted local engagement in the planning of our town centres
- Negotiated with National Grid and their development partner to ensure early delivery of the western access as one of the first elements of the Southall Gas Works development.
- Continued to implement the property strategy, progress includes:
 - At Acton Town Hall, demolition and piling work is complete and construction of the new leisure facilities is commencing
 - The Southall service centre will now be located to the Dominion Centre alongside the proposed library
 - The Greenford Service Centre, is progressing as planned with a planning application submitted in April 2013
- Worked to maximise the land assembly and development opportunities brought about by Crossrail in Southall. A planning brief is being prepared for land to the north of Southall Station and meetings have been held with landowners. Planning policy has been developed jointly with the GLA through an Opportunity Area Planning Framework (OAPF)
- Used new public realm improvements at North Acton to improve the southern gateway site in Park Royal. Work is underway on procuring design and engineering work. The reconfirmation of the CPO proposal went to Jan cabinet and discussions are now taking place with ESSO to negotiate price.

Improve the quality of housing across all tenures

We have:

- Successfully integrated housing back into the Council and performance has continued to improve in all key areas
- Worked successfully with our partners to continue the estate regeneration programme. There are 8 Estates in varying stages of development. On 6 of these the Council is working with development partners (usually a Housing Association and a building firm) to deliver the project, and the partners are expected to produce replacement social rent homes, new private and intermediate homes, and improved community facilities and amenities. On these schemes the new homes will be owned and managed by the Housing Association development partner. Progress includes:
 - South Acton: A masterplan is in place and we are working with L&Q and Countryside to demolish 1800 home and rebuild circa 2300
 - Rectory Park: Planning is in place and phase 1 underway toward the eventual demolition of 270 home and new build 425 over 4 phases. Network Housing Group is the partner
 - Havelock: A preferred partner Catalyst Housing Group has been chosen to lead this regeneration consisting of demolishing 691 homes and rebuilding 904, an outline planning application is expected during summer 2013
 - Allen Court: Nottinghill are the chosen partner, planning permission is in place and work has started to build 89 new homes and demolish 65
 - Green Man Lane: A2 Dominion and Rydon partners have built 14 new homes and are following up with 154 to be built by the end of 2013. In total 706 new homes will replace 464 existing ones
 - Deans Gardens: The last estate regeneration scheme to move forward has Affinity Sutton as the lead partner who are working toward a planning application that will see the demolition of 209 homes and re-provision of 320
- Begun to deliver a range of improvements on Copley Close as a model council led regeneration scheme, with high internal and external specification and estate remodelling which will deliver high quality refurbished and new build properties in a tenure blind and mixed community
- Agreed a programme of estate remodelling and modernisation on 4 more estates. Capacity studies and consultations have been carried out on High Lane / Islip Manor and Medlar Farm / Yeading Lane 1
- Built 82 new council homes under the council's new build programme since July 2010
- Maximised opportunities within the new Housing Revenue Account financing system to deliver more council financed new homes through our current new build programme and regenerations for example at Copley Close. By the end of March 13 the council is about to start on site to build 135 new homes across a number of sites including Golf Links and Eastcote Lane. A review of HRA land has identified a number of sites that are suitable for new housing. A tender has been issued inviting house builders to provide private homes and council homes on these sites
- Completed all Decent Homes works by December 2010
- Improved access to housing needs services by taking housing application online in June 2012
- Delivered and implemented a new housing allocation policy in August 2012

- Procured higher quality and cost neutral private sector temporary accommodation to help reduce the demand on housing needs services. We achieved the target, set in 2005, to halve the number of households in temporary accommodation to 1074 by 2011, we then continued to reduce this figure reaching 919 by September 2012, although the figure has risen since then due to the impact of welfare reform
- Completed and implemented the review of the sheltered housing service, have commenced a programme of capital improvement works to sheltered housing and renewed the handypersons service
- Implemented a planned maintenance programme for Council Housing
- Consulted on and implemented proposals to provide a more transparent charging mechanism for leaseholder services, with the new fee having gone live in April 2013
- Improved satisfaction in housing management with caretaking, leaseholder services and voids turnover performance
- Delivered over the last 3 years energy efficiency improvements to council stock via 458 loft insulations, 93 cavity wall insulations and installing 305 solar Photovoltaic systems to produce renewable energy. In the private sector we have addressed fuel poverty by delivering 392 loft/cavity wall insulations, 109 heating upgrades and 511 warm front measures.

Create new economic opportunity, stimulate investment and employment

We have:

- Provided more training and employment opportunities for the young and long-term unemployed including those living on our housing estates. Key achievements in the last 12 months include:
 - 2 EU funded employment projects have been launched: one in partnership with Heathrow airport's training academy (more than 50 Ealing residents enrolled), and the other, developed in response to the social disorder of 2011, is a partnership with London Councils and delivered by Catalyst (with 64 enrolments by December 2012)
 - Worked with developers to create apprenticeship opportunities at South Acton (2), Green Man Lane (2) and Dickens Yard (2), with future commitments linked to estates redevelopment at Rectory Park, South Acton and Havelock
- Over the last 3 years we have:
 - Managed the delivery of the West London Alliance Future Jobs Fund Programme between 2009 and 2011. Over 300 young people were supported into jobs lasting 6 months or more
- As a result of our work to maximise youth employment and engagement in education, training and employment our NEET figure remains low at 3.30%. Participation of 16 & 17 year olds is 95.5% (Dec 2012 figure) an increase of 2% since Dec 2011, which breaks down to 97.8% of 16 year olds and 93.5% at 17 (academic age)
- Developed and implemented a new programme to tackle family poverty on council estates
- Delivered and expanded our successful apprenticeship scheme over the last 3 year. Key achievements include:
 - We expanded the intake of apprentices to 25 (minimum) per annum in 2011-12, with 27 recruited in 2012-13. We continue to achieve success rates of over 90% and our scheme is seen as an exemplar by external organisations

- Setting up of the annual sponsored Ealing Apprenticeship Network Dinner, following the first one, the Council supported local businesses to recruit 21 apprentices and there are a further 20 apprenticeship vacancies in the pipeline
- Establishing the 'pre-employment' scheme Ealing Pathways programme in 2011. Each year Pathways trains a minimum of 20 young people who are facing multiple barriers to securing apprenticeships and jobs
- We have worked with our environmental services contractor to create further apprenticeship opportunities.

Improve our leisure services

We have:

- Market tested for a cross-borough leisure and libraries service with Brent and Harrow
- Delivered improvements to our park and open spaces as part of the three year £2.6 million investment programme. Positive outcomes include two green flag awards for Northala and Acton Parks, with a further 10 submissions submitted for next year and three Silver Gilt's at the London in Bloom awards
- Commenced phase 1 of the Gunnersbury Park Restoration Project, aided by successful applications for HLF Heritage Grant and Park for People funding, including £386,400 development grant for a new museum for Gunnersbury Park House and £321k for the restoration of the park. Overall we have secured external funding which in total is in excess of £26M to support delivery of restoration projects and deliver our parks capital programme
- Implemented the libraries strategy including a complete restructure of the service and gained approval for the delivery of £2.9 million investment in building refurbishment and ICT. Hanwell and Perivale Libraries are on track to complete refurbishments by late spring 2013 and the move of Southall Library to the Dominion Centre by 2014
- Upgraded the majority of our public access computers in our libraries
- Launched the Library Volunteer Programme in May 2012 which over 100 individuals have signed up to
- Progressed with the restoration of Pitzhanger Manor including the development of a trust to oversee future management with trustees appointed.

London Olympics

We have:

- Contributed to a successful Olympics and Paralympics, through ensuring resilience and safety during the games, delivery of Ealing's 2012 Olympic events programme including the torch relay and party in the park on 24 July 2012, which were attended by 170,000 people and delivered at minimal cost to the council
- Progressed delivery of Ealing's Olympics legacy projects at Warren Farm, Lord Halsbury Playing Fields, Pitzhanger Park and Spikes bridge Park, supported by the external funding we have secured. We also delivered a new BMX track at Ealing Skatepark.

Priorities for 2013-14

Deliver resident-focussed regeneration of estates and town centres

We will:

- Continue to deliver a new cinema in Ealing town centre
- Continue to improve Ealing Town Centre, through supporting all major developers e.g. British Land, Benson Elliott, Land Securities et al to deliver comprehensive and co-ordinated redevelopment
- Support major residential applications such as Southall Gas Works through to delivery to provide new homes and jobs
- Create new space for provision of adult services in Southall at Dominion Centre to complete by March 2014
- Create new service centre space in Greenford at Ravenor Farm with construction of the new service centre underway by March 2014.
- Work with CrossRail to seek improvements to the proposed CrossRail stations and to agree plans for improving the public realm outside stations.
- Continue to negotiate with Esso to acquire the petrol station site to deliver public realm improvements at North Acton and complete and consult on the design and engineering work to create a station at North Acton
- Work to ensure that the Oaks redevelopment improves the retail and residential offer in the centre of Acton.

Improve the quality of housing across all tenures

We will:

- Continue to maximise opportunities within the new Housing Revenue Account financing system to deliver more council financed new homes
- Develop and implement a HRA asset management strategy
- Replace the Housing repairs contracts for borough, with a number of specialist trade contracts and a handy person service in order to deliver a more effective service to clients
- Deliver an effective approach to the increasing challenges facing Housing Demand
- Continue to deliver a range of improvements at Copley Close including council regeneration, to a high internal and external specification and estate remodelling
- Continue to increase the number of repair jobs completed right first time
- Continue to implement a planned maintenance programme for Council Housing
- Continue to strive to maximise the collection rates for leaseholder service charges and tenants rents
- Worked with our partners to continue the estate regeneration programme on the following estates: South Acton, Rectory Park, Havelock, Allen Court, Green Man Lane and Deans Gardens
- Continue the council led programme of estate remodelling and modernisation on the intermediate level intervention estates at High Lane / Islip Manor and Medlar Farm / Yeading Lane 1
- Look at new models to deliver new and improved schools, cross subsidised by housing e.g. St Johns and Green Man Lane regeneration

- Deliver a programme of energy efficiency measures and address fuel poverty, by promoting the Green Deal within the borough, ensuring relevant capital improvements result in improved energy performance of Council properties and attracting ECO funding from energy suppliers to improve the performance of housing across all tenures.

Create new economic opportunity, stimulate investment and employment

We will:

- Support and encourage people into employment, provide more training and employment opportunities for the young and long-term unemployed including those living on our housing estates, focussing on:
 - Developing the Ealing Apprenticeship Network to create more local opportunities for young people and support local firms
 - Offering more places on pre-employment Pathways programmes to our most disadvantaged young people
 - Responding to the impacts of welfare reform by improving our partnership work with Jobcentre Plus, and by developing our own approach to job brokerage
 - Tackling family poverty
 - Helping to steer the successful delivery of the European Social Fund programmes at Heathrow and the 'Response to Social Disorder' scheme
 - Continuing to encourage employers to pay the London Living Wage across the borough and support the creation of a broad range of jobs and enhance access to them.

Improving the quality of our cultural, heritage and leisure facilities, services and activities

We will:

- Continue to implement the restoration programmes at Walpole Park, Pitshanger Manor and Gunnersbury Park
- Implement the cross-borough leisure and libraries service with Brent and Harrow
- Deliver Ealing's Olympics legacy projects at Warren Farm, Lord Halsbury Playing Fields, Pitshanger Park, and Spikes bridge Park
- Work with public health to improve the health and well-being of our residents e.g. through adoption of the sport and physical activity strategy 2013-2018
- Complete the development of the new library in Southall, reopen Hanwell & Perivale and refurbish Greenford and Pitshanger Libraries.
- Open Acton Leisure Centre, library, community space and council offices in Acton Town Hall.
- Commence the golf course improvement and rationalisation programme.

e. Making Ealing Cleaner

ACHIEVEMENTS FROM 2010 TO 2013

Reduce our carbon footprint, improve our refuse collection and drive up recycling rates

We have:

- Developed a recycling strategy to achieve 50% recycling by 2020. We have successfully received £1.1M of DCLG funding for enhancements to recycling services including introduction of food waste, cardboard and plastics collections to flats and a borough-wide incentive scheme
- Worked constructively with Enterprise to deliver high performing refuse, recycling, cleaning and ground maintenance. Contract performance continues to improve, at board and contract management level, corrective and remedial actions are taken to ensure continuous improvement across all aspects of the service
- Continued the WLWA procurement of residual waste services to achieve a significant reduction of waste to landfill
- Successfully implemented the new garden waste collection service, meeting the target of 14,500 residents subscribing.

Deliver cleaner and better quality streets

We have:

- Improved street cleanliness. The contract with Enterprise commenced in April 2012 and initially street cleansing performance was poor. However close monitoring by the Council including since November the issuing of rectification and standard default notices to be actioned by the contractor within set timescales, has led to improved performance. The data in the latest tranche of independent assessment also saw a positive direction of travel in 3 of the 4 components.
- Commenced the three year £10.5m roads and footways renewal programme, with all planned works for 2012/13 completed on schedule
- Improved 15 Shopping Parade's over the last three years through delivery of the Shopping Parade's Improvement Programme
- Developed the Business Case for investment in LED street lighting which was approved at April cabinet. Resident Survey results show satisfaction with Street Lighting is at its highest ever at 85%
- Successfully delivered the Winter Maintenance Programme
- Delivered effective support for Ward Forums including the implementation of the £2.75 million, three-year programme of Ward projects, with 341 projects having been completed delivering local improvements including tree planting, minor highways schemes and landscape design.

PRIORITIES FOR 2013-14

Delivering high performing environmental services and maximise recycling participation to achieve 50% recycling by 2020

We will:

- Implement a resident's recycling rewards and benefits scheme (Residents Card) by November 2013, to help deliver 50% recycling by 2020
- Introduce a reuse project with London Reuse Ltd to enable residents to recycle their large household appliances
- Lead the environmental services partnership to deliver high performing refuse, recycling, cleaning and ground maintenance services
- Complete the West London Waste Authority procurement of residual waste services to achieve a significant reduction of waste to landfill
- Lead the review of the West London Waste Authority.

Improving the cleanliness and quality of the boroughs streets

We will:

- Achieve 95% cleanliness consistently across Borough and continue to use independently validated measures of graffiti, fly-tipping, detritus and litter to monitor performance
- Procure the LED street lighting and commence work on a phased installation programme.
- Continue to deliver the three year £10.5m roads and footways renewal programme
- Engage and involve local volunteers through a re-launched street / park / tree watchers scheme
- Complete the Shopping Parades Investment Programme
- Deliver effective support for Ward Forums, including the implementation of the second year of the £2.75 million, three-year programme of Ward projects.

4. Measures of success

We set stretching targets for our key performance indicators and the trajectory over the lifetime of this administration shows that nearly 70% of our key comparable indicators have maintained or improved performance. However we are not complacent about the constant need to improve services. Areas we will concentrate on include:

- Community Safety, where we have worked in partnership to deliver a range of crime reductions; however since residential burglary saw an increase last year we will target this in 2013-14, and
- Customer Services, where despite increases in demand, performance improved in both face-to-face and telephony average waiting times during 2012-13, particularly in the second half of the year; however since our challenging targets were not met we will prioritise meeting these targets.

PI	Description	Tolerance type	Frequency	Actual 2010/11	Actual 2011/12	2011/12 Target	London Average (2011/12)	London Top (2011/12)	England Average (2011/12)	Actual 2012/13	2012/13 Target	2013/14 Target	2014/15 Target	2015/16 Target
MAKING EALING SAFER														
Local 25	Number of Residential Burglary	Lower is Better	Monthly	2684	2750	2656	N/A	N/A	N/A	2941	2612	2455	2283	Not Set
Local 36	Robbery of Personal Property	Lower is Better	Monthly	1499	1379	N/A	N/A	N/A	N/A	1157	1255	1129	1005	Not Set
Local 37	Number of Motor Vehicle Crime	Lower is Better	Monthly	5312	4628	N/A	N/A	N/A	N/A	3993	4258	3832	3372	Not Set
Local 38	Violence with Injury	Lower is Better	Monthly	2752	2517	N/A	N/A	N/A	N/A	2531	2366	2200	2046	Not Set
Local 39	Serious Youth Violence	Lower is Better	Quarterly	N/A	14.70%	N/A	N/A	N/A	N/A	10.00%*	14.50%	10.00%	10.00%	10.00%
NI 45	Young offenders engagement in suitable education, employment or training	Higher is better	Quarterly	94.70%	90.30%	95.00%	77.60%	90.30%	N/A	92.55%	90.50%	93.00%	93.50%	94.00%
SECURING PUBLIC SERVICES														
NI 62	Stability of placements of looked after children: number of moves	Lower is better	Monthly	9.40%	11.20%	9.00%	11.30%	7.20%	N/A	10.50%*	9.00%	10.00%	9.50%	9.00%
NI 66	Looked after children cases which were reviewed within required timescales	Higher is better	Monthly	99.43%	99.00%	99.50%	94.60%	100.00%	N/A	99.20%*	99.00%	99.20%	99.30%	99.50%
NI 67	Child protection cases which were reviewed within required timescales	Higher is better	Monthly	98.10%	99.50%	100.0%	99.30%	100.0%	N/A	100.0%*	100.0%	100.0%	100.0%	100.0%

PI	Description	Tolerance type	Frequency	Actual 2010/11	Actual 2011/12	2011/12 Target	London Average (2011/12)	London Top (2011/12)	England Average (2011/12)	Actual 2012/13	2012/13 Target	2013/14 Target	2014/15 Target	2015/16 Target
NI 73	Achievement at Level 4 or above in both English and Maths at key stage 2	Higher is better	Annual	73.80%	75.30%	80.00%	N/A	N/A	N/A	80.80%	77.00%	81.50%	82.50%	83.0%
NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and maths	Higher is better	Annual	58.70%	57.30%	62.00%	N/A	N/A	N/A	57.70%	60.00%	61.00%	61.50%	62.00%
NI 102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2	Lower is better	Annual	16.80%	14.30%	10.00%	N/A	N/A	N/A	10.30%	13.00%	9.50%	9.00%	8.00%
NI 102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4	Lower is better	Annual	20.30%	20.10%	16.00%	N/A	N/A	N/A	18.80%	19.00%	18.00%	17.00%	16.00%
NI 123	Stopping smoking (Rate per 100,000)	Higher is better	Quarterly	675	776	765	860.10	1881	N/A	765*	727	727	727	727

PI	Description	Tolerance type	Frequency	Actual 2010/11	Actual 2011/12	2011/12 Target	London Average (2011/12)	London Top (2011/12)	England Average (2011/12)	Actual 2012/13	2012/13 Target	2013/14 Target	2014/15 Target	2015/16 Target
NI 130	Number of adults (aged 18+), older people and carers (aged 16+ but caring for an adult 18+) receiving self-directed support in the year to 31st March as a percentage of clients receiving community based services and carers receiving carer's specific service	Higher is better	Monthly	30.30%	37.50%	32.00%	48.7%	69.6%	44.4%	70.00%*	42.00%	70.00%	The Department of Health is reviewing this data collection.	
NI 131	Delayed transfers of care from hospitals (Per 100,000 population)	Lower is better	Monthly	14.10	10.70	15.00	9.00	3.10	8.60	10.40*	12.00	12.00	12.00	12.00
NI 131 (SS)	Delayed Transfer of Care from Hospitals Per 100,000 population (Social Care Only)	Lower is better	Monthly	4.70	4.20	4.60	3.10	N/A	3.50	4.80*	4.20	4.20	4.10	4.10
Local 1	Admissions into permanent residential and nursing care - aged 65+ (per 100,000)	Lower is better	Monthly	34.12	36.86	36.12	N/A	N/A	N/A	274.3*	360.16*	305.00	The Department of Health is reviewing this data collection.	

PI	Description	Tolerance type	Frequency	Actual 2010/11	Actual 2011/12	2011/12 Target	London Average (2011/12)	London Top (2011/12)	England Average (2011/12)	Actual 2012/13	2012/13 Target	2013/14 Target	2014/15 Target	2015/16 Target
Local 2	Admissions into permanent residential and nursing care - aged 18-64 (per 100,000)	Lower is better	Monthly	0.98	1.73	1.17	N/A	N/A	N/A	11.66*	11.66**	11.66	The Department of Health is reviewing this data collection.	
Local 40	NHS Health Checks - Percentage of eligible people who have been offered an NHS Health Check during the year	Plan is Best	Quarterly	N/A	27.00%	20.00%	N/A	N/A	N/A	22.28%	20.00%	20.00%	20.00%	20.00%
Local 41	NHS Health Checks - Percentage of eligible people that have received an NHS Health Check during the year	Higher is better	Quarterly	N/A	66.00%	N/A	N/A	N/A	N/A	62.90%	75.00%	63.00%	65.00%	70.00%
Local 48	Percentage of Ealing Children's Family Assessment (CFA) that were completed within 45 day working days of their commencement	Higher is better	Monthly	N/A	N/A	N/A	N/A	N/A	N/A	New Indicator for 2013/14	N/A	75.00%	76.00%	77.00%

PI	Description	Tolerance type	Frequency	Actual 2010/11	Actual 2011/12	2011/12 Target	London Average (2011/12)	London Top (2011/12)	England Average (2011/12)	Actual 2012/13	2012/13 Target	2013/14 Target	2014/15 Target	2015/16 Target
Local 51	The percentage increase from the 2010-11 baseline in the proportion of clients exiting Alcohol treatment successfully	Higher is better	Quarterly	N/A	N/A	N/A	N/A	N/A	N/A	New Indicator for 2013/14	8.00%	15.00%	16.00%	17.00%
SECURING JOBS AND HOMES														
NI 117	Percentage of 16-18 year olds not in education, employment or training	Lower is better	Monthly	4.40%	3.20%	5.30%	4.80%	3.20%	6.40%	3.30%	4.40%	4.30%	4.20%	4.10%
NI 155	Number of affordable home delivered (gross)	Higher is better	Monthly	166	677	351	544.2	2010	N/A	253	250	208	400	Not Set
NI 156	Number of Households living in Temporary Accommodation	Lower is better	Monthly	1072	917	972	1189.1	84	1113	1105	1089	1400	1400	Not Set
Local 14	Satisfaction with estate management	Higher is better	Quarterly	76.00%	87.00%	77.00%	73.65%	75.50%	78.75%	95.00%	80.00%	85.00%	85.00%	85.00%
Local 17	Satisfaction of tenants with quality of repair	Higher is better	Quarterly	94.00%	93.00%	92.00%	N/A	N/A	95.25%	90.00%	92.00%	92.00%	92.50%	93.00%
Local 19	Percentage of periods rent loss through voids	Lower is better	Monthly	1.76%	1.51%	1.60%	0.79%	0.70%	0.64%	1.22%	1.55%	1.55%	1.45%	1.40%
Local 23 a	Number of out of work residents supported to gain work	Higher is better	Quarterly	N/A	168	248	N/A	N/A	N/A	237	204	230	230	230

PI	Description	Tolerance type	Frequency	Actual 2010/11	Actual 2011/12	2011/12 Target	London Average (2011/12)	London Top (2011/12)	England Average (2011/12)	Actual 2012/13	2012/13 Target	2013/14 Target	2014/15 Target	2015/16 Target
Local 23 b	Number of out of work residents supported to gain work based qualifications	Higher is better	Quarterly	N/A	51	45	N/A	N/A	N/A	72	45	80	80	80
Local 54	Number of Households in B&B accommodation (at period end)	Lower is better	Monthly	N/A	N/A	N/A	N/A	N/A	N/A	New Indicator for 13/14	N/A	280	Not Set	Not Set
Local 55	Number of Households in B&B accommodation (net change)	Lower is better	Monthly	N/A	N/A	N/A	N/A	N/A	N/A	New Indicator for 13/14	N/A	40	Not Set	Not Set
MAKING EALING CLEANER														
NI 192	Household waste composting and recycling	Higher is better	Monthly	40.04%	41.00%	41.00%	34.40%	49.6%	38.83%	40.74%	42.00%	43.00%	45.00%	47.00%
NI 195 a	Improved Street and Environmental Cleanliness Litter	Lower is better	4 monthly	6.00%	4.00%	6.00%	6.90%	2.30%	N/A	7.00%	6.00%	6.00%	6.00%	6.00%
NI 195 b	Improved Street and Environmental Cleanliness Detritus	Lower is better	4 monthly	5.00%	6.00%	10.00%	9.70%	2.00%	N/A	7.00%	10.00%	9.00%	8.00%	8.00%
NI 195 c	Improved Street and Environmental Cleanliness Graffiti	Lower is better	4monthly	4.00%	3.00%	2.00%	4.80%	1.00%	N/A	4.00%	3.00%	3.00%	3.00%	3.00%
NI 195 d	Improved Street and Environmental Cleanliness Flyposting	Lower is better	4 monthly	2.00%	2.00%	2.00%	1.90%	0.00%	N/A	1.00%	3.00%	2.00%	2.00%	2.00%

PI	Description	Tolerance type	Frequency	Actual 2010/11	Actual 2011/12	2011/12 Target	London Average (2011/12)	London Top (2011/12)	England Average (2011/12)	Actual 2012/13	2012/13 Target	2013/14 Target	2014/15 Target	2015/16 Target
Local 44	Percentage of Carbon Emission CO2 emission reduction from Council owned (non-domestic) building stock	Higher is better	Annual	25,923 tonnes (Baseline)	13.00%*	N/A	N/A	N/A	N/A	TBC	10.00%	10.00%	3.00%	3.00%
DELIVERING VALUE FOR MONEY														
NI 157 c	Processing of planning applications within timescales - Other	Higher is better	Monthly	92.53%	92.22%	92.00%	79.50%	94.00%	N/A	92.38%	92.00%	92.00%	92.00%	92.00%
Local 3	Telephone Average Waiting Times - Customer Services	Lower is better	Monthly	23 sec	35 sec	30 sec	N/A	N/A	N/A	33 sec	30 sec	30 sec	30 sec	30 sec
Local 4	Face to Face Average Waiting Times - Customer Services	Lower is better	Monthly	10 min 12 sec	16 min 44 sec	12 min	N/A	N/A	N/A	14min 39 sec	12 min	12 min	12 min	12 min
Local 6	% of complaints responded to within published target	Higher is better	Monthly	94.93%	95.00%	95.00%	N/A	N/A	N/A	73.02%*	95.00%	95.00%	95.00%	95.00%
Local 7	Sickness Absence (Days)	Lower is better	Monthly	7.95	6.85	7.5	7.6	5.5	N/A	8.11	6.70	7.50	7.30	7.10
Local 22	Percentage of Invoices paid on time (30 days)	Higher is better	Monthly	69.75%	76.00%	85.00%	90.20%	98.50%	N/A	87.28%	85.00%	88.50%	91.00%	92.50%
Local 47	Rent collected from current tenants as a proportion of rent collectable (formerly BV 66a)	Higher is better	Monthly	98.16%	98.08%	98.35%	N/A	N/A	N/A	98.85%	98.00%	97.00%	97.00%	97.00%

PI	Description	Tolerance type	Frequency	Actual 2010/11	Actual 2011/12	2011/12 Target	London Average (2011/12)	London Top (2011/12)	England Average (2011/12)	Actual 2012/13	2012/13 Target	2013/14 Target	2014/15 Target	2015/16 Target
Local 49	The average time to process a local welfare assistance crisis claim (Days)	Lower is better	Monthly	N/A	N/A	N/A	N/A	N/A	N/A	New Indicator for 13/14	N/A	2	2	2
Local 50	The average time to process a Local Welfare assistance community care claim (Days)	Lower is better	Monthly	N/A	N/A	N/A	N/A	N/A	N/A	New Indicator for 13/14	N/A	14	14	14
Local 52	The average time (Days) taken to process new claims for Housing Benefit and Council Tax support	Lower is better	Monthly	N/A	N/A	N/A	N/A	N/A	N/A	New Indicator for 13/14	N/A	17.50	Not Set	Not Set
Local 53	The average time (Days) taken to process changes to Housing Benefit and Council Tax support	Lower is better	Monthly	N/A	N/A	N/A	N/A	N/A	N/A	New Indicator for 13/14	N/A	12.00	12.00	12.00

*Provisional

** Definition Change