

Appendix 1: Progress against Council Plan performance indicators, year-end 2020/21

1. Summary of performance in 2020/21

This section provides a summary of performance at the end of 2020/21. More detailed performance information, including trends and analysis, is available on the Council's website through our public performance dashboard at the link below:

www.ealing.gov.uk/performance

It must be noted that the Covid-19 pandemic has resulted in a significant impact on the borough as well as the council and all its services, and has changed the way we work and live to a scale not experienced since the Second World War. The pandemic has also meant an impact on many of performance indicators as either reporting has been paused during the last few months or performance levels have been significantly impacted by the pandemic. As the annual Council Plan Review was delayed due to the pandemic there are no targets set for the 2020/21 performance indicators. Instead year end performance has been compared against 2019/20 and the direction of travel noted.

At the end of 2020/21, performance outturns are available for 43 of the 76 performance indicators, and the direction of travel can be calculated for 42 of these indicators.

Information for 10 of the remaining indicators is not available because they are either recorded less frequently (e.g. six-monthly, annually, or every two years), or have a time-lag i.e. their performance becomes available a certain period after the end of the quarter. In addition, 23 indicators will not have their full performance information available during 2020/21 due to the impact of the pandemic (Table 8).

In terms of direction of travel of performance since last year, 69% of the 42 available indicators have shown the same or better performance in 2020/21 as compared to last year (Table 1).

Table 1: Direction of travel – Year to date (YTD) position as at year end 2020/21

Status	Number of PIs	Percent of total PIs	Percent of available PIs
Up	26	34%	62%
Same	3	4%	7%
Down	13	17%	31%
YE DoT not available	1	1%	
YE outturn not available	9	12%	
YE outturn not applicable	1	1%	
No update expected	23	30%	
Total	76		

1.1 Indicators with positive/ stable direction of travel between 2019/20 and 2020/21

This section presents the performance indicators that have shown an upward or same direction of travel since last year.

Table 2: The 30 indicators where DoT since last year is up, same or not available

Outcome	Performance measures	Scale	Freq.	2019/20 Perf	2020/21 Perf	DoT from 2019/20 to 2020/21
Tackling inequality	Rate of incidents of Violence with injury per 1,000 population	Smaller is better	Quarterly	8.25	7.67	Up
	Rate of incidents of knife crime with injury per 1,000 population	Smaller is better	Quarterly	0.43	0.36	Up
	Rate of drug/ alcohol related ambulance attendances per 1,000 population	Smaller is better	Quarterly	7.07	5.44	Up
	First time entrants to the Youth Justice System aged 10-17 (Rate per 100,000 10-17 population)	Smaller is better	Quarterly	250.4	214.3	Up
	Percentage of young offenders engaged in suitable education, training or employment	Bigger is better	Quarterly	81.6%	86.2%	Up
Climate action	Levels of cleanliness (Percentage streets free of litter)	Bigger is better	Every 4 months	92.9%	95.9%	Up
	Levels of cleanliness (Percentage streets free of detritus)	Bigger is better	Every 4 months	91.3%	92.8%	Up
	Levels of cleanliness (Percentage streets free of fly posting)	Bigger is better	Every 4 months	97.9%	98.3%	Up
Decent living Incomes	Number of accredited qualifications achieved by out of work residents	Bigger is better	Quarterly	1,679	1,688	Up
	Number of registered London Living Wage employers	Bigger is better	Quarterly	28	36	Up
Inclusive economy	Percentage of customers who have their issue resolved at the first point of contact	Bigger is better	Every 6 months	80.0%	80.0%	Same
	Percentage of customers using digital to access council services	Bigger is better	Every 6 months	70.0%	72.0%	Up
	Percentage of services, available and easily accessed through digital	Bigger is better	Every 6 months	60.0%	67.0%	Up
	Sickness absence (Number of days lost per FTE)	Smaller is better	Monthly	7.3	5.8	Up
Genuinely affordable homes	Number of affordable homes completed and onsite	Bigger is better	Quarterly	2,459	3,010	Up
	Number of genuinely affordable homes completed and onsite	Bigger is better	Quarterly	991	1,228	Up
	% of homelessness applications prevented through early intervention as a percentage of total homeless approaches	Bigger is better	Quarterly	42.2%	46.9%	Up
	Number of families in B&B	Smaller is better	Quarterly	77	16	Up
Thriving communities	Percentage of parks and green spaces with an active group carrying out management and maintenance	Bigger is better	Annual	22%	30%	Up
	Rank among all London boroughs for number of Green Flag awards received	Smaller is better	Annual	6	6	Same

Outcome	Performance measures	Scale	Freq.	2019/20 Perf	2020/21 Perf	DoT from 2019/20 to 2020/21
A fairer start	Percentage of students achieving level 3 by 19	Bigger is better	Annual	68.4%	71.8%	Up
	Percentage of students with Special Educational Needs (SEN) achieving level 3 by 19	Bigger is better	Annual	32.5%	43.1%	Up
	Percentage of 16-17 year olds not in education, employment or training	Smaller is better	Monthly	1.2%	1.2%	Same
	Rate of looked after children per 10,000 population aged 0-17	Smaller is better	Monthly	40.6	37.6	Up
	Number of looked after children	Smaller is better	Monthly	332	307	Up
Healthy lives	Average waiting time for assessments (days)	Smaller is better	Monthly	192	91	Up
	Admissions into permanent residential and nursing care (Rate per 100,000 population aged 65+)	Smaller is better	Quarterly	242.3	202.9	Up
	Number of care reviews (unique persons only)	Bigger is better	Monthly	Not available ¹	2,413	Not available
	Child excess weight in 4-5 year olds	Smaller is better	Annual	21.5%	21.2%	Up
	Child excess weight in 10-11 year olds	Smaller is better	Annual	38.7%	37.9%	Up

Some of these performance outturns are discussed in more detail below:

a) Residents supported to achieve accredited qualifications and helped into work

1,688 qualifications were achieved by residents in 2020/21 which is an improvement on the number achieved in the previous year (1,679). This is strong performance despite the impact of the Covid-19 pandemic.

b) Educational attainment

While many attainment measures have been impacted by the pandemic and are not comparable with previously reported performance due to changes in methodology, there are two indicators which we now have a comparable outcome for:

- The percentage of students who achieved level 3 by the age of 19 rose from 68.4% in 2019/20 to 71.8% in 2020/21 – the highest figure yet reported for that measure. On average, performance in Ealing was also above that in London (66.8%) and nationally (57.4%).
- Similarly, the percentage of students with Special Educational Needs (SEN) achieving level 3 by 19 rose from 32.5% to 43.1% over the same period.

c) Looked after children

¹ The methodology of this indicator has changed and now covers only unique persons having care reviews instead of including those that have been repeated.

At the end of 2020/21, there were 307 looked after children in Ealing, a rate of 37.6 per 10,000 of the 0-17 population, as compared to 40.6 at the end of 2019/20. The number steadily reduced throughout the year and is now 25 fewer children being looked after than at the end of last year (332).

d) Youth justice indicators

- By the end of 2020/21 a total of 56 out of 65 (86.2%) young offenders referred to the service had engaged in suitable education, training, or employment - an improvement on the 81.6% reported at the same point last year.
- In 2020/21 there were 214.3 first time entrants to the youth justice system per 100,000 young people aged 10-17 – a notable reduction on the rate of 250.4 reported in the previous year. The service has continued to provide a wide range of educational, life skills, and learning programmes online and face to face throughout the lockdown period with the service developing bespoke programmes to support and engage children throughout the past year.

e) Affordable and genuinely affordable homes at council, social, and London Living rents completed or onsite

The administration has set a manifesto commitment of 2,500 genuinely affordable homes (defined as completed units and starts on site by the end of the term). During 2020/21 Covid-19 initially disrupted the programme of construction, including sites being closed or work being slowed due to the impact of social distancing on construction work.

A total of 1,228 genuinely affordable homes were either completed or onsite at the end of 2020/21, a 23 percent improvement on the 991 reported at the end of the previous year. Since the beginning of the programme in 2018/19 a total of 1,965 of the 2,500 committed genuinely affordable homes have been completed or are now onsite.

Similarly, 3,010 affordable homes had either been completed or were onsite by the end of 2020/21 – 22% more than the 2,459 reported in March 2020.

f) Homelessness applications prevented through early intervention, and no. of families in B&B

The council undertakes early intervention work, which means households at risk of becoming homeless are supported in a variety of ways that prevents them from eventually becoming homeless and being housed in temporary accommodation.

This year 46.9% of homelessness applications were prevented through early intervention, an increase on the proportion helped in 2019/20 (42.2%). In total this year 1,699 of the 3,625 approaches were helped by the service.

Further, at the end of the year, only 16 families were living in B&B accommodation, a notable reduction on the 77 reported at the end of 2019/20.

398 verified rough sleepers have been accommodated under the “everyone in” policy throughout the year. 167 have since been moved on into supported housing or the private rented sector.

g) Crime and safety indicators

Three of the four crime and safety indicators reported improved performance at year-end as compared to the previous year. In particular:

- The rate of drug/ alcohol related ambulance attendances has fallen from 7.07 to 5.44 per 100,000 population (provisional figure).
- Incidents of knife crime with injury have fallen from 0.43 to 0.36 per 100,000 population, while the rate of incidents of violence with injury (VWI) also fell from 8.25 to 7.67.

Ealing's Community Safety partnership has continued to support the drive for tackling VWI and robbery offences through proactive initiatives and partnership work. Areas of concern have been targeted in a joined-up way that incorporates council and police resources, including CCTV, directed patrols and enforcement. Individuals (including offenders and victims) have also been targeted for intervention and support work over the last year.

Violence with injury offences in Ealing in 2020/21 were down by 7.9% and knife crime offences were down by 15.1%, reflecting a downward trend seen across London during the past year. Of note is that while violence related crime reduced considerably during lockdown periods, the number of offences returned to expected levels when restrictions were eased.

h) Percentage of streets free of graffiti, fly posting and detritus

Three of the four street cleanliness indicators showed year on year improvement between 2019/20 and 2020/21:

- The proportion of streets free of litter increased from 92.9% to 95.9% and was also the best reported performance since 2015/16 (95.3%).
- The proportion of streets free of detritus increased from 91.3% to 92.8%.
- The proportion of streets free of fly posting increased from 97.9% to 98.3%.

i) Improving the quality of the place through increased participation and investment

Despite the pandemic the two following measures for the quality of the place maintained good performance in the past year:

- Ealing's rank among all London boroughs for the number of Green Flag awards for its parks and green spaces remained the same year on year (6th out of 32) and is still within the top quartile for London.
- The proportion of parks with an active group carrying out management and maintenance continued to grow, rising from 22% at the end of March 2020 to 30% in March 2021.

j) Sickness absence

The level of sickness absence was 5.8 days per full time employee in the rolling 12 months up to March 2021, a reduction from 7.3 last year. This period now covers almost all of the work from home period which began in March 2020.

The average number of sick days per FTE was lower this year than the general range of between 7 and 8 days recorded over the last several years. The last reported performance that was of a similar level was reported in November 2011 when the sickness absence was also 5.8 days per FTE.

1.2 Indicators with downward direction of travel between 2019/20 and 2020/21

This section presents the performance indicators that have shown a downward direction of travel since last year. These are shown in the table below, and some of them are discussed in more detail later with a narrative commentary.

Table 6: The 13 indicators where DoT since last year is down

Outcome	Performance measures	Scale	Freq.	2019/20 Perf	2020/21 Perf	DoT from 2019/20 to 2020/21
Tackling inequality	Rate of incidents of domestic abuse - Violence with injury per 1,000 population	Smaller is better	Quarterly	2.56	2.65	Down
Climate action	Percentage of household waste sent for reuse, recycling and composting	Bigger is better	Monthly	50.2%	49.0%	Down
	Levels of cleanliness (Percentage streets free of graffiti)	Bigger is better	Every 4 months	96.0%	92.7%	Down
Decent living incomes	Number of out of work residents supported to gain work	Bigger is better	Quarterly	1,068	502	Down
	Number of apprenticeship vacancies generated	Bigger is better	Annual	367	97	Down
Inclusive economy	% of total council spend within the borough	Bigger is better	Quarterly	24.4%	21.7%	Down
	% of total council spend with small and medium enterprises	Bigger is better	Quarterly	71.0%	66.6%	Down
Thriving communities	Number of participants attracted to take part in the borough's cultural offer annually	Bigger is better	Annual	79,378	10,784	Down
A fairer start	Percentage of EHC plans issued within 20 weeks (excl. exceptions)	Bigger is better	Quarterly	86.8%	69.7%	Down
Healthy lives	Number of contacts to the front door	Smaller is better	Monthly	31,949	34,419	Down
	Number of referrals from the contact centre	Smaller is better	Monthly	1269	1484	Down
	No. of visits to leisure centres	Bigger is better	Monthly	2,465,551	302,953	Down
	Proportion of residents aged 16+ who are active	Bigger is better	Every 6 months	58.6%	58.2%	Down

Some of the performance outturns are discussed in more detail below:

k) Rate of incidents of 'domestic abuse - violence with injury' per 100,000

The rate of incidents of 'domestic abuse - violence with injury' has risen from 2.56 last year (874 incidents) to 2.65 this year (906 incidents).

During 2020/21 Ealing has seen increases of just over 3% in recorded domestic abuse incidents where the victim has sustained an injury, and of 10% in all police-recorded domestic abuse incidents. Across London as a whole, there was a decrease of 1.3% (incidents with injury) and an increase of 5% (all incidents). The increase in Ealing should be viewed in the context of a wider, general increase in reported incidents during periods of Covid-19 lockdown measures, and in particular those in the spring/summer of 2020.

Domestic abuse continues to be an issue which is under-reported and the longer-term upward trend in reported domestic abuse incidents - locally and nationally - may primarily be reflective of improved recording by the police and increased reporting by victims.

l) Percentage of household waste sent for reuse, recycling and composting

49.0% of household waste was sent for reuse, recycling and composting in 2020/21, lower than that reported in 2019/20 (50.2%). It should be noted that while the proportion of waste recycled fell year on year, the actual amount of waste recycled (44,519 tonnes) was the highest the borough has recycled to date.

Since the lockdown periods and movement restrictions began in March 2020, levels of household residual waste have significantly increased because of:

- Increased number of people working from home
- Closure of restaurants (more home cooking etc.)
- Children away from school for extended periods
- 2-month closure of the household waste and recycling centres

The council has the following initiatives planned to help increase the recycling rate:

- Food waste project expansion project, introducing the service to 1500 flats which had no prior access to the service (to commence this year).
- Contamination reduction communication to targeted locations and participation communication to encourage recycling (increase quality, reduce rejection, increase overall tonnage).
- Encourage behavioural changes through social media communications over the festive period.

m) Residents helped into work and apprenticeship vacancies generated

The number of out-of-work residents helped into work fell from 1,068 last year to 502 in 2020/21. Similarly, the number of apprenticeship vacancies generated fell from 367 to 97 over the same period. It should be noted however that we have now met the administrations apprenticeship target of 750 over 4 years a year early due to strong performance.

Several of the help into work and apprenticeship services have experienced challenges with underperformance due to the impact of the pandemic on work placements and outcomes. Our employment and skills team continues to review individual service performance to get an understanding of challenges faced going forwards and to make a plan of action for the next year.

n) EHC plans issued within 20 weeks (excluding exceptions)

69.7% of Education, Health, and Care (EHC) plans were issued within 20 weeks in 2020, a reduction on the 86.8% reported in 2019. While performance is below our 2019 figure, it remains much better than that for London (61.8%) as well as England (58.0%). It should also be noted that there was an increased number of EHC plans issued this year, and the COVID pandemic had an impact on timeliness.

o) Number of visits to leisure centres

There were only 302,953 visits to leisure centres up to the end of March 2021, a fraction of the 2,465,551 recorded in the previous year. This was due to the national lockdowns throughout the year which meant closure of the leisure centres for prolonged periods.

p) Percentage of total spend within the borough and with SME enterprises

21.7% of all council spend was done within the borough in 2020/21, with year-end performance slightly lower than that reported at the same time in 2019/20 (22.4%).

Similarly, 66.6% of all council spend was done with small or medium enterprises this year, a decrease on that reported in the previous year (71.0%). In the first quarter of 2020/21 the spend on SMEs continued to rise as in the previous year, before then steadily decreasing over the remaining three quarters. The overall year end performance is consistent with expectations as we emerge from the pandemic and the use of local suppliers will be considered further as part of the Council's review of its approach to Social Value.

1.3 Indicators with no available performance outcomes

This section presents the 10 indicators with no available performance currently but where an update is expected by year end.

Table 7: The 10 indicators where performance is not available yet

Outcome area	Performance measures	Frequency of reporting	Status
Tackling inequality	Rate of hospital admissions per 100,000 population for alcohol-related conditions (Narrow definition)	Annual	Perf. not available yet
	Percentage of young people who have committed serious youth violence, who have re-offended in the year	Quarterly	Perf. up to the end of Q3 available
	Difference in employment rate of residents from White and ethnic minority groups	Annual	Perf. not available yet
Climate action	Percentage of trips by walking, cycling and public transport	Annual	
Decent living incomes	Number of new homes delivered	Annual	
Good growth	New employment/ commercial floorspace	Annual	
Inclusive economy	Mean gender pay gap for council employees	Annual	
Genuinely affordable homes	Percentage of total homes delivered that are affordable	Annual	
	Percentage of total homes delivered that are genuinely affordable	Annual	
Healthy lives	Percentage of 5-year olds who are free from obvious dental decay	Every 2 years	Performance not due this year

1.4 Indicators impacted by the Covid-19 pandemic

This section presents the 23 indicators where no performance is expected this year due to the Covid-19 pandemic.

Table 8: The 23 indicators where performance is not available due to the Covid-19 pandemic

Performance measures	Frequency of reporting	Covid19 impact
Percentage of children achieving a good level of development at the Early Years Foundation Stage	Annual	Outturns will not be available this year as results were teacher graded rather than exam based and this is not comparable with prior performance
Percentage of pupils reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Annual	
Percentage of pupils receiving a standard pass in English and Maths at Key Stage 4	Annual	
Progress 8 (Progress across 8 qualifications)	Annual	
Percentage of pupils with Special Educational Needs (SEN) reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Annual	
Percentage of pupils with Special Educational Needs (SEN) receiving a standard pass in English and Maths at KS4	Annual	
Gap between Black Caribbean pupils and all pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Annual	
Gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at Key Stage 4.	Annual	
Gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2.	Annual	
Gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at Key Stage 4	Annual	
Percentage of Ealing schools rated good or outstanding - all	Quarterly	School inspections have not taken place this year
Percentage of service users who have control over their daily life	Annual	The annual social care user survey has not been carried out this year due to the Covid19 pandemic
Percentage of service users who say that care and support services help them in feeling safe	Annual	
Percentage people who use services who are satisfied with their care and support	Annual	
Percentage of people who use services who find it easy to find information about support	Annual	
Delayed transfers of care - Whole system (Rate per 100,000 population)	Monthly	Performance for these indicators was paused in February 2020
Delayed transfers of care - Social care (Rate per 100,000 population)	Monthly	
Delayed transfers of care - NHS & Social care (Rate per 100,000 population)	Monthly	
Percentage of people feeling safe in the local neighbourhood after dark	Every 2 years	Performance for these indicators will be unavailable as the biennial Residents Survey scheduled for 2020/21 has not been carried out due to the pandemic
Percentage of adults who have done voluntary work in the last 12 months	Every 2 years	
Percentage of residents who agree that people get on well with those from different backgrounds	Every 2 years	
Percentage of people who report having sufficient social contact	Every 2 years	
Percentage of customers who feel the council is easy to contact	Every 2 years	

Table 9: Full list of Council Plan performance indicators and direction of travel from 2019/20 to 2020/21

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2019-20 Perf	2020-21 Perf	DoT from 2019/20 to 2020/21
Tackling inequality	Understand the causes of inequalities in the borough and take action to narrow them	Difference in employment rate of residents from White and ethnic minority groups	Smaller is better	Annual	9.9% points	Year-end outturn awaited	
		Mean gender pay gap for council employees	Smaller is better	Annual	Not available	Year-end outturn awaited	
	Reduce the harm caused by domestic abuse	Rate of incidents of domestic abuse - Violence with injury per 1,000 population	Smaller is better	Quarterly	2.56	2.65	Down
	Reduce incidents of violence with injury	Rate of incidents of violence with injury per 1,000 population	Smaller is better	Quarterly	8.25	7.67	Up
		Rate of incidents of knife crime with injury per 1,000 population	Smaller is better	Quarterly	0.43	0.36	Up
	Improve residents' perception of safety and reduce concerns about crime and anti-social behaviour	Percentage of people feeling safe in the local neighbourhood after dark	Bigger is better	Every 2 years	65% (2018/19)	Impacted by the Covid-19 pandemic ²	
	Reduce drug/alcohol related hospital admissions	Rate of drug/ alcohol related ambulance attendances per 1,000 population	Smaller is better	Quarterly	7.07	5.44	Up
	Reduce the number of first time entrants to criminal justice system	First time entrants to the Youth Justice System aged 10-17 (Rate per 100,000 10-17 population)	Smaller is better	Quarterly	250.4	214.3	Up
	Reduce the reoffending rate among young persons who have committed serious youth violence	Percentage of young people who have committed serious youth violence, who have re-offended in the year	Smaller is better	Quarterly	70.9%	Year-end outturn awaited	
	Ensure young offenders are engaged in suitable education, training or employment	Percentage of young offenders engaged in suitable education, training or employment	Bigger is better	Quarterly	81.6%	86.2%	Up

² As there was no Residents Survey in 2020/21, performance for this indicator will not be available

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2019-20 Perf	2020-21 Perf	DoT from 2019/20 to 2020/21
Climate Action	Increase recycling rate to 60% by 2022	Percentage of household waste sent for reuse, recycling and composting	Bigger is better	Monthly	50.2%	49.0%	Down
	Increase the proportion of residents who walk, cycle and use public transport instead of cars, to improve air quality	Percentage of trips by walking, cycling and public transport	Bigger is better	Annual	62.3%	Year-end outturn awaited	
	Keeping streets clean of litter, detritus, graffiti and fly posting	Levels of cleanliness (Percentage streets free of litter)	Bigger is better	Every 4 months	92.9%	95.9%	Up
		Levels of cleanliness (Percentage streets free of detritus)	Bigger is better	Every 4 months	91.3%	92.8%	Up
		Levels of cleanliness (Percentage streets free of graffiti)	Bigger is better	Every 4 months	96.0%	92.7%	Down
		Levels of cleanliness (Percentage streets free of fly posting)	Bigger is better	Every 4 months	97.9%	98.3%	Up
Decent living Incomes	Increase new housing development	Number of new homes delivered	Bigger is better	Annual	1,771	Year-end outturn awaited	
	Help residents into gainful employment, especially those on benefits or needing other support services from the council (e.g. residents with disabilities, in debt or rent arrears, or risk of homelessness)	Number of out of work residents supported to gain work	Bigger is better	Quarterly	1,068	502	Down
		Number of accredited qualifications achieved by out of work residents	Bigger is better	Quarterly	1,679	1,688	Up
		Number of apprenticeship vacancies generated	Bigger is better	Annual	367	97	Down
		Number of registered London Living Wage employers	Bigger is better	Quarterly	28	37	Up

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2019-20 Perf	2020-21 Perf	DoT from 2019/20 to 2020/21
Inclusive economy	Ensure the council delivers value for money by being an efficient and commercial organisation and maximises the power of technology to transform residents experience of interacting with the council	Percentage of customers who feel the council is easy to contact	Bigger is better	Every 2 years	54% (2018/19)	Impacted by the Covid-19 pandemic ³	
		Percentage of customers who have their issue resolved at the first point of contact	Bigger is better	Every 6 months	80.0%	80.0%	Same
		Percentage of customers using digital to access council services	Bigger is better	Every 6 months	70.0%	72.0%	Up
		Percentage of services, available and easily accessed through digital	Bigger is better	Every 6 months	60.0%	67.0%	Up
		% of total council spend within the borough	Bigger is better	Quarterly	24.4%	21.7%	Down
		% of total council spend with small and medium enterprises	Bigger is better	Quarterly	71.0%	66.6%	Down
	Enable a collaborative, accountable, innovative and trustworthy workforce capable of improving lives for residents	Sickness absence (Number of days lost per FTE)	Smaller is better	Monthly	7.3	5.8	Up
Genuinely affordable homes	Build more than 2500 genuinely affordable homes	Percentage of total homes delivered that are affordable	Bigger is better	Annual	33.9%	Year-end outturn awaited	
		Number of affordable homes completed and onsite	Bigger is better	Quarterly	2,459	3,010	Up
		Percentage of total homes delivered that are genuinely affordable	Bigger is better	Annual	16.7%	Year-end outturn awaited	
		Number of genuinely affordable homes completed and onsite	Bigger is better	Quarterly	991	1,228	Up

³ As there was no Residents Survey in 2020/21, performance for this indicator will not be available

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2019-20 Perf	2020-21 Perf	DoT from 2019/20 to 2020/21
	Reduce placements into temporary accommodation	% of homelessness applications prevented through early intervention as a percentage of total homeless approaches	Bigger is better	Quarterly	42.2%	46.9%	Up
		Number of families in B&B	Smaller is better	Quarterly	77	16	Up
Good growth	Increase new commercial development	New employment/ commercial floorspace	Bigger is better	Annual		Year-end outturn awaited	
Thriving communities	Improve the quality of the place through increased participation	Rank among all London boroughs for number of Green Flag awards received	Smaller is better	Annual	6 (top quartile in London)	6 (top quartile in London)	Same
		Number of participants attracted to take part in the borough's cultural offer annually	Bigger is better	Annual	79,378	10,784	Down
		Percentage of parks and green spaces with an active group carrying out management and maintenance	Bigger is better	Annual	22.0%	30.0%	Up
	Encourage and create more opportunities for volunteering and community participation in local activities	Percentage of adults who have done voluntary work in the last 12 months	Bigger is better	Every 2 years	12% (2018/19)	Impacted by the Covid-19 pandemic ⁴	
		Percentage of residents who agree that people get on well with those from different backgrounds	Bigger is better	Every 2 years	86% (2018/19)		
		Percentage of people who report having sufficient social contact	Bigger is better	Every 2 years	86% (2018/19)		

⁴ As there was no Residents Survey in 2020/21, performance for these indicators will not be available

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2019-20 Perf	2020-21 Perf	DoT from 2019/20 to 2020/21
A fairer start	Ensure continued increase in academic progress and outcomes for all groups of learners at all stages of education	Percentage of pupils reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	Annual	71.1%	Impacted by the Covid-19 pandemic ⁵	
		Percentage of pupils receiving a standard pass in English and Maths at Key Stage 4	Bigger is better	Annual	71.8%		
		Progress 8 (Progress across 8 qualifications)	Bigger is better	Annual	0.58		
		Percentage of students achieving level 3 by 19	Bigger is better	Annual	68.4%	71.8%	Up
	Ensure continued increase in the proportion of schools judged good or outstanding by Ofsted and reduce school to school variation	Percentage of Ealing schools rated good or outstanding - all	Bigger is better	Quarterly	89.8%	Impacted by the Covid-19 pandemic ⁶	
	Improve the progress and achievement of learners with SEND at each education phase; enhanced range and quality of provision at 16+ resulting in higher participation in employment-related pathways	Percentage of pupils with Special Educational Needs (SEN) reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	Annual	27.3%	Impacted by the Covid-19 pandemic ⁷	
		Percentage of pupils with Special Educational Needs (SEN) receiving a standard pass in English and Maths at KS4	Bigger is better	Annual	32.3%		
		Percentage of students with Special Educational Needs (SEN) achieving level 3 by 19	Bigger is better	Annual	32.5%	43.10%	Up

⁵ Performance information is not available for 2020/21 due to the impact of the Covid19 pandemic

⁶ Performance information is not available for 2020/21 as Ofsted inspections were suspended due to the pandemic

⁷ Performance information is not available for 2020/21 due to the impact of the Covid19 pandemic

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2019-20 Perf	2020-21 Perf	DoT from 2019/20 to 2020/21
		Percentage of EHC plans issued within 20 weeks (exc. exceptions)	Bigger is better	Quarterly	86.8%	69.7%	Down
	Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education	Gap between Black Caribbean pupils and all pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Smaller is better	Annual	7.4% points	Impacted by the Covid-19 pandemic ⁸	
		Gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at Key Stage 4.	Smaller is better	Annual	10.7% points		
		Gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2.	Smaller is better	Annual	8.3% points		
		Gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at Key Stage 4	Smaller is better	Annual	7.5% points		
	Increase young people in education, training or employment	Percentage of 16-17 year olds not in education, employment or training	Smaller is better	Monthly	1.2%	1.2%	Same
	Reduce the number of looked after children through earlier and improved quality interventions	Rate of looked after children per 10,000 population aged 0-17	Smaller is better	Monthly	40.6	37.6	Up
		Number of looked after children	Smaller is better	Monthly	332	307.0	Up
	Increase school readiness	Percentage of children achieving a good level of development at the Early Years Foundation Stage	Bigger is better	Annual	70.9%	Impacted by the Covid-19 pandemic ⁹	

⁸ Performance information is not available for 2020/21 due to the impact of the Covid19 pandemic

⁹ Performance information is not available for 2020/21 due to the impact of the Covid19 pandemic

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2019-20 Perf	2020-21 Perf	DoT from 2019/20 to 2020/21
Healthy Lives	Delivering the Better Lives Programme	Average waiting time for assessments (days)	Smaller is better	Monthly	192	91	Up
		Number of contacts to the front door	Smaller is better	Monthly	31,949	34,419	Down
		Number of referrals from the contact centre	Smaller is better	Monthly	1,269	1,484	Down
		Number of care reviews (unique persons only) - NEW	Bigger is better	Monthly	New indicator	2,413	Not available
		Admissions into permanent residential and nursing care (Rate per 100,000 population aged 65+)	Smaller is better	Quarterly	242.3	202.9	Up
		Percentage of service users who have control over their daily life	Bigger is better	Annual	69.4%	Impacted by the Covid-19 pandemic ¹⁰	
		Percentage of service users who say that care and support services help them in feeling safe	Bigger is better	Annual	80.3%		
		Percentage people who use services who are satisfied with their care and support	Bigger is better	Annual	59.7%		
		Percentage of people who use services who find it easy to find information about support	Bigger is better	Annual	60.7%		
	Increase the proportion of active residents	No. of visits to leisure centres	Bigger is better	Monthly	2,465,551	302,953	Down
		Proportion of residents aged 16+ who are active	Bigger is better	Every 6 months	58.6%	58.2%	Down

¹⁰ No performance available as the Adults Social Care Users survey was suspended in 2020/21 due to the Covid19 pandemic

Outcome area	Transformation Targets	Performance measures	Polarity	Frequency	2019-20 Perf	2020-21 Perf	DoT from 2019/20 to 2020/21
	Reducing the number of days delayed in hospital	Delayed transfers of care - Whole system (Rate per 100,000 population)	Smaller is better	Monthly	Impacted by the Covid-19 pandemic ¹¹		
		Delayed transfers of care - Social care (Rate per 100,000 population)	Smaller is better	Monthly			
		Delayed transfers of care - NHS & Social care (Rate per 100,000 population)	Smaller is better	Monthly			
	Reduce childhood obesity	Child excess weight in 4-5 year olds	Smaller is better	Annual	21.5%	21.2%	Up
		Child excess weight in 10-11 year olds	Smaller is better	Annual	38.7%	37.9%	Up
	Increase the proportion of 5-year olds free from tooth decay	Percentage of 5-year olds who are free from obvious dental decay	Bigger is better	Every 2 years	70.6%	Not applicable ¹²	
Reduce alcohol related hospital admission rate	Rate of hospital admissions per 100,000 population for alcohol-related conditions (Narrow definition)	Smaller is better	Annual	761.0	Year-end outturn awaited		

¹¹ No performance or targets available as the reporting of these indicators was suspended in February 2020 due to the Covid19 pandemic

¹² As it is a biennial indicator no outturn applies for 2020/21