

Appendix 1: Performance Framework

OUTCOME	TRANSFORMATION TARGETS	PERFORMANCE MEASURES	FREQUENCY	SCALE	18/19 TARGET
Outcome 1: A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes	Increase new housing development	Number of new homes delivered	Annual	Bigger is better	1297
	Increase new commercial development	New employment/ commercial floorspace	Annual	Bigger is better	25,000 sq.m
	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	Quarterly	Bigger is better	570
		Number of accredited qualifications achieved by out of work residents	Quarterly	Bigger is better	874
		Number of apprenticeship vacancies generated	Annual	Bigger is better	187
		Number of registered London Living Wage employers	Quarterly	Bigger is better	27
Outcome 2: Children and young people fulfil their potential	Ensure continued increase in academic progress and outcomes for all groups of learners at all stages of education	Percentage of children achieving a good level of development	Annual	Bigger is better	73.3%
		Percentage of pupils reaching the expected standard in reading, writing and maths at KS2	Annual	Bigger is better	67.0%
		Percentage of pupils receiving a standard pass in English and Maths at KS4	Annual	Bigger is better	71.5%
		Progress 8 (Progress across 8 qualifications)	Annual	Bigger is better	Top 10% LAs nationally
		Percentage of students achieving level 3 by 19	Annual	Bigger is better	70.0%

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	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 – Primary	Quarterly	Bigger is better	89.7%
		Percentage of Ealing schools rated good or outstanding – Secondary	Quarterly	Bigger is better	93.3%
		Percentage of Ealing schools rated good or outstanding – Special	Quarterly	Bigger is better	100%
	Improved progress and achievement of learners with special educational needs (SEN) at each education phase; enhanced range and quality of provision at 16+ resulting in higher participation in employment-related pathways	Percentage of pupils with SEN reaching the expected standard in Reading, Writing and Maths at KS2	Annual	Bigger is better	25.0%
		Percentage of pupils with SEN receiving a standard pass in English and Maths at KS4	Annual	Bigger is better	32.0%
		Percentage of students with SEN achieving level 3 by 19	Annual	Bigger is better	47.5%
	Achievement gap reduced between disadvantaged and non-disadvantaged pupils at all stages education	Gap between Black Caribbean pupils and all pupils nationally reaching the expected standard at KS2 in Reading, Writing and Maths	Annual	Smaller is better	13% points
		Gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at KS4	Annual	Smaller is better	14% points
		Gap between disadvantaged pupils and all other pupils nationally reaching the expected standard at KS2 in Reading, Writing and Maths	Annual	Smaller is better	9% points

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		Gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at KS4	Annual	Smaller is better	10% points
	97% of young people aged 16-17 are in education, training or employment	Percentage of 16-17 year olds not in education, employment or training	Monthly	Smaller is better	1.9%
		Proportion of schools compliant with statutory obligations relating to securing independent and impartial information, advice and guidance from qualified professionals	Annual	Bigger is better	80.0%
		Proportion of state funded secondary schools that are 50% compliant with Gatsby Standards	Annual	Bigger is better	TBC
		Proportion of state funded secondary schools that are 75% compliant with Gatsby Standards	Annual	Bigger is better	TBC
Outcome 3: Children and young people grow up safe from harm	Reduce the number of Looked After Children through earlier and improved quality interventions	Looked after Children (rate per 10,000 population aged 0-17)	Monthly	Smaller is better	34.4
		Number of Looked after Children (LAC)	Monthly	Smaller is better	282
	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)	Quarterly	Smaller is better	330
	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	Quarterly	Smaller is better	15.0%

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	Ensure young offenders are engaged in suitable education, training or employment	Percentage of young offenders engaged in suitable education, training or employment	Quarterly	Bigger is better	83.5%
Outcome 4: Residents are physically and mentally healthy, active and independent	Delivering the Better Lives Programme	Average waiting time for assessments (days)	Monthly	Smaller is better	108
		Number of contacts to the front door	Monthly	Smaller is better	44583
		Number of referrals from the contact centre	Monthly	Smaller is better	1563
		Number of care reviews	Monthly	Bigger is better	5271
		Admissions into permanent residential and nursing care (Rate per 100,000 population aged 65+)	Quarterly	Smaller is better	543.2
		Percentage of service users who say they have control over their daily life	Annual	Bigger is better	67.9%
		% people who use services who say that those services have made them feel safe and secure	Annual	Bigger is better	85.3%
		% people who use services who are satisfied with their care and support	Annual	Bigger is better	61.5%
		% of people who use services who find it easy to find information about support	Annual	Bigger is better	72.5%
	Reducing the number of days delayed in hospital	Delayed transfers of care – Whole system (Rate per 100,000 population)	Monthly	Smaller is better	9.5
Delayed transfers of care – Social care (Rate per 100,000 population)		Monthly	Smaller is better	6.1	

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		Delayed transfers of care – NHS & Social care (Rate per 100,000 population)	Monthly	Smaller is better	0.4
	Reduce childhood obesity	Child excess weight in 4-5 year olds	Annual	Smaller is better	20.7%
		Child excess weight in 10-11 year olds	Annual	Smaller is better	38.0%
	Increase school readiness	Percentage achieving a good level of development (EYFSP)	Annual	Bigger is better	73.3%
	Increase the proportion of 5-year olds free from tooth decay	Percentage of 5-year olds who are free from obvious dental decay	Biennial	Bigger is better	62.5%
	Reduce alcohol related hospital admission rate	Hospital admissions for alcohol-related conditions (Narrow), all ages, directly age standardised rate per 100,000 population	Annual	Smaller is better	645
Outcome 5: Ealing has an increasing supply of quality and affordable housing	Build more than 2,500 genuinely affordable homes	Percentage of total homes delivered that are affordable	Annual	Bigger is better	50%
		Genuinely affordable homes at council, social and London Living rents	Quarterly	Bigger is better	654
	Reduce placements into temporary accommodation	Percentage of homelessness approaches resulting in placements into temporary accommodation	Quarterly	Smaller is better	19.0%
		Number of households in temporary accommodation	Monthly	Smaller is better	2300
Outcome 6: Crime is down and Ealing residents feel safe	Reduce the number of victims of repeat anti-social behaviour	Repeat victims of anti-social behaviour (Rate per 1,000 population)	Quarterly	Smaller is better	0.82
	Reduce incidents of Domestic Abuse	Incidents of domestic abuse (Rate per 1,000 population)	Quarterly	Smaller is better	2.77

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	Reduce incidents of Assault with injury, Wounding/Grievous Bodily Harm, and common assault	Assault with injury, grievous bodily harm wounding and common assault (Rate per 1,000 population)	Quarterly	Smaller is better	17.56
	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	Biennial	Bigger is better	74.0%
	Reduce drug/alcohol related hospital admissions	Drug/ alcohol related ambulance attendances (Rate per 1,000 population)	Quarterly	Smaller is better	9.83
Outcome 7: The borough has the smallest environmental footprint possible	Increase recycling rate to 60% by 2022	Percentage of household waste sent for reuse, recycling and composting	Monthly	Bigger is better	53.0%
	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	Annual	Bigger is better	62.0%
		Inward investment secured in walking, cycling and public transport	Annual	Bigger is better	£3.209m
Outcome 8: Ealing is a clean borough and a high quality place where people want to live	Keeping streets clean of litter, detritus, graffiti and fly posting	Levels of cleanliness (Percentage of streets free of litter)	Every 4 months	Smaller is better	93.0%
		Levels of cleanliness (Percentage of streets free of detritus)	Every 4 months	Smaller is better	92.0%
		Levels of cleanliness (Percentage of streets free of graffiti)	Every 4 months	Smaller is better	97.0%
		Levels of cleanliness (Percentage of streets free of fly posting)	Every 4 months	Smaller is better	98.0%
	Improve the quality of the place through increased participation and inward investment	Rank among all London boroughs for number of Green Flag awards received	Annual	Smaller is better	8

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		Number of participants attracted to take part in the borough's cultural offer annually	Annual	Bigger is better	TBC
		Parks and green spaces with an active group carrying out management and maintenance	Annual	Bigger is better	15.0%
Outcome 9: Ealing is a strong community that promotes diversity with inequality and discrimination reduced	Ensure our development and regeneration work that leads to increased employment among all groups of residents	Difference in employment rate of residents from White and ethnic minority groups	Annual	Smaller is better	14.9
	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 at KS2 in Reading, Writing and Maths	Annual	Smaller is better	13% points
		Gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and maths at KS4	Annual	Smaller is better	14% points
		Gap between disadvantaged pupils and all other pupils nationally reaching the expected standard at KS2 in Reading, Writing and Maths	Annual	Smaller is better	9% points
		Gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at KS4	Annual	Smaller is better	10% points
	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	Biennial	Bigger is better	27.0%

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		Percentage of residents who agree that people get on well with those from different backgrounds	Biennial	Bigger is better	92.0%
		Percentage of people who report having sufficient social contact	Annual	Bigger is better	72.6%
Modern Council	Ensure the council delivers value for money by being an efficient and commercial organisation and maximise the power of technology to transform residents' experience of interacting with the council	Percentage of customers who feel the council is easy to access contact	Every 6 months	Bigger is better	75.0%
		Percentage of customers who have their issue resolved at the first point of contact	Every 6 months	Bigger is better	80.0%
		Percentage of customers completing their current/started transaction	Every 6 months	Bigger is better	TBC
		Percentage of customers using digital to access council services	Every 6 months	Bigger is better	75.0%
		Percentage of services, available and easily accessed through digital	Quarterly	Bigger is better	65.0%
	Enable a collaborative, accountable, innovative and trustworthy workforce capable of improving lives for residents	Mean gender pay gap for council employees	Annual	Smaller is better	4.2% points
		Sickness absence (no. of days lost per FTE)	Monthly	Smaller is better	7.20