Council Plan
Annual Update 2019-20
July 2019
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Foreword

Ealing Council is ambitious. Despite the challenges of a decade of government spending cuts that have seen us lose 64% of our funding, and the political and economic uncertainty of Brexit, our Council Plan 2018-22, published last year, set out how we plan to transform the borough and make Ealing a place that everyone can be proud to call home and a great place to work and do business. At the heart of the plan are our core priorities: delivering 2,500 genuinely affordable homes, securing decent living incomes and job opportunities for our residents, and making Ealing a healthier and still greater place to live while protecting the services that our most vulnerable residents rely on.

This report highlights the progress we have made during 2018-19 and our priorities for the coming year, as we continue to deliver on those priorities.

Our housing ambitions mean we have secured almost £100m from the Mayor of London to deliver 1,138 new council homes; the largest such programme in the capital. For the first time in a generation, Ealing will once again be a large-scale builder of urgently needed council homes. We are already on our way to our 2,500 target and last year we delivered almost 450 new, genuinely affordable homes.

We also achieved other firsts last year.

We were the first London council to carry out mandatory balloting of residents on estate rebuilding plans, placing them at the heart of our decision-making process. In December we received a resounding yes from our High Lane estate residents to our plans to redevelop their estate.

We were also the first council in the country to create a safe zone around a reproductive health clinic, increasing the safety and comfort of women and staff using the service, as well as local people. This move has paved the way for councils across the country to follow Ealing’s lead.

We have also continued our ambitious programme of innovation and change. We are transforming how the council works to be more responsive to the current financial challenges and prepare for the future. We call this Future Ealing and under this sit a number of programmes of work that will help achieve the best possible outcomes for local people.

Last summer, we talked to local people about our Future Ealing ideas through the Talk Future Ealing roadshow and an online consultation.

A core part of Future Ealing programme is more resident involvement in their local area. Our Do Something Good website highlights local opportunities for volunteering, and the establishment of the Ealing Parks Foundation will increase resident involvement in deciding how our much-loved parks are managed and maintained.

Our digital programme is a key part of Future Ealing’s agenda to transform and improve the way the council delivers services. It will simplify and standardise the way our customers find, request, apply, book, report and pay for council services, making it easier and quicker for customers to transact with the council.

We are also redeveloping our headquarters, Perceval House at no cost to council taxpayers. Our plans will see the creation of a new mixed-use scheme delivering 471 new homes, alongside council offices and other community facilities, including a new central library.
We know these are tough times, but Ealing’s residents remain positive about both their local area and how their council performs. An independently-conducted survey of the borough’s residents last year told us that almost eight out of 10 people are happy with their local neighbourhood and nearly three-quarters of people are satisfied with the council. This bucks the national trend of declining satisfaction since the start of austerity. People in the borough also scored their personal wellbeing higher than in other parts of the capital and the country.

Ealing’s residents are clearly proud of their borough, its diversity and its potential. Ealing Council shares that pride. I believe this report shows that we are making important steps forward in delivering a good place to live and work. Over the coming year, we will increase our efforts to deliver opportunities and living incomes for all, ensuring that everyone can be part of our great borough.

Cllr Julian Bell

Leader of the council
Introduction

In our Council Plan 2018-22 we set three key priorities for the borough:

- Good, genuinely affordable homes
- Opportunities and living incomes
- A healthy great place

These three priorities are supported by nine aims that have been agreed with local partners in health, education, policing, employment, housing, local business and the voluntary and community sector. This long-term commitment to working together to achieve the best outcomes for our local residents is called Future Ealing.

The nine Future Ealing outcomes, or ways in which we aim to make the borough better, are:

1. A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes
2. Children and young people fulfil their potential
3. Children and young people grow up safe from harm
4. Residents are physically and mentally healthy, active and independent
5. Ealing has an increasing supply of quality and affordable housing
6. Crime is down and Ealing residents feel safe
7. The borough has the smallest environmental footprint possible
8. Ealing is a clean borough and a high-quality place where people want to live
9. Ealing is a strong community that promotes diversity with inequality and discrimination reduced.

This work is underpinned by our strong commitment to adopt modern working practices; offering the digital experience that residents expect, providing our staff with the best tools to do their job, and driving efficiency and commercialisation to further cut costs and increase our income.

We recognise our workforce is our most important asset – their talent, skills, knowledge and experience are at the heart of everything we do and all that we achieve. We have renewed our values and behaviours to underpin the organisational culture we need, to work flexibly and responsively and to deliver improved outcomes for residents. We want our staff demonstrate that they are trustworthy, innovative, collaborative, and accountable.

This first year update on our four-year Council Plan highlights the progress made towards achieving the priorities and delivering the commitments we set out last year. It also shows our main areas of focus over the coming year, as well as how we will measure our progress and resource the delivery of those priorities.
Our focus for the coming year

Our three core priorities remain to deliver 2,500 genuinely affordable homes, secure decent living incomes and job opportunities for our residents, and make Ealing a healthy and still great place to live for all. Each year we bring one of these priorities into sharper focus.

Last year we placed great emphasis on our first priority: delivering 2,500 genuinely affordable homes. We invested in our housing stock, secured almost £100 million from the Mayor of London to deliver new housing, commenced new housebuilding projects, and worked with developers and providers to accelerate the supply of much-needed affordable housing.

In 2019-20, we will place a greater focus on ensuring better opportunities and living incomes for our residents. We will do this through a range of measures such as supporting out of work residents into employment, providing opportunities for skills enhancement and career development, helping our young people get on the career ladder through apprenticeships, and creating more opportunities for local people to earn a living income.

At the same time, we will also boost the local economy by encouraging more businesses to relocate in the borough, creating the right environment for businesses to start and thrive, and ensuring the council spends locally where possible, especially with small businesses. We will also engage with local businesses to create more apprenticeship opportunities and better paid jobs for people in the borough.

We will also help our young people do achieve, especially those with additional needs. We will focus our efforts on strengthening our partnership with local schools and improve educational outcomes for all children; starting them on a good path in life after leaving education, to help them achieve careers and a secure future.
Our key achievements in 2018-19 and priorities for 2019-20

Although there is more to do, during the first year of the plan we have made a strong start. The following sections highlight our main successes over the past year as well as our priorities for the year ahead, organised under each of the nine Future Ealing outcomes. For each outcome we have a set of transformation targets – the most important things we need to focus on in order to deliver the good outcomes for our residents.

**Outcome 1: A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes**

Last year, we committed to improve the economic wellbeing of residents, by increasing the housing supply and encouraging commercial development. We also pledged to support residents to enhance their skills and find work. When our economy is strong, all our residents benefit and we want to make Ealing best place in London to do business and work. In particular, we want to help those furthest from the labour market by ensuring they are equipped with the skills and qualifications sought by business to increase their opportunities to get into work.

**Transformation target: increase new housing development**

2018-19 achievements

- We have the largest house-building programme in London and have secured almost £100 million from the Mayor of London towards building 1,138 new council homes.
- In 2018-19 we invested £91m in renewing the borough's housing stock and associated projects.
- We have purchased sites adjacent to committed development sites, thereby enabling new genuinely affordable homes.
- We are carrying out work to identify a site for a community land trust pilot.
- We have agreed proposals to double the council tax on empty properties to bring more of them back into use. We also recovered 19 properties from illegal sub-letting in 2018-19, as compared to five in the previous year.
- Ealing undertook London’s first mandatory ballot at High Lane, with a 90% yes vote for the council’s regeneration plans.

Our strategic priorities for 2019-20

- We will continue with our extensive estate regeneration programme, delivering better quality, affordable homes to our residents. We have recently started work on a new housing scheme for Old Southall, providing 474 new homes by redeveloping one of our car parks.
• In autumn 2019, we aim to start consultation on our draft Local Plan. This will outline our vision for developing the borough in the coming years, including our plans for providing new housing and jobs, protecting green spaces and our heritage, providing community facilities, and ensuring good transport services for the borough. Ealing’s Local Plan will also support the ambitions of the Mayor's Draft London Plan for higher density of housing development around key transport hubs.

Transformation target: increase new commercial development

2018-19 achievements

• We have promoted Ealing’s reputation and desirability as a place to work, invest and live in through a variety of initiatives, including our ‘Ealing in London’ communications and representing the borough at national and international housing and investment events.

• We have worked to provide more affordable workspaces to small businesses and start-ups. We have secured funding from the GLA’s Good Growth Fund to commission a study into understanding the demand and supply of work spaces in Ealing. We are also part of the WLA commission for affordable workspace across West London. The findings of these studies will be used to guide and influence planning policy on our future schemes. Detailed feasibility studies have also identified positive 'meanwhile' uses for undercroft garages on the Havelock Estate and we have made a further application for GLA capital funds to implement the project's findings. Refurbishments are underway to a council-owned shop in Acton, which will be used as a test/incubator for start-up businesses.

• In addition to extending the West Ealing Business Improvement District (BID) for a second term, we have successfully established a BID in Acton and have been working on developing a BID for Southall. Businesses decide whether to create BIDs and they help them to work together on investment and improving their environment.

• We have continued to work towards improving our high streets and town centres. In March 2019, we submitted an expression of interest to the Future High Street Fund for Acton town centre. This aimed to transform vacant properties, significantly improve The Mount and King Street, and transform the fabric of the town centre to be a more accessible and attractive place to visit. A variety of improvements will be made to the town centre if the expression of interest is successful and funding becomes available.

• We have commenced work on setting up a temporary market in Pitshanger Lane and are investigating more potential sites to host markets.

Our strategic priorities for 2019-20

• We will continue to offer support to local businesses, especially small and medium enterprises (SMEs). A round of free business support workshops and mentoring are being offered SMEs, benefitting more than 100 local businesses. In autumn 2019 we aim to have a five-day pop-up Business School.

• We will finalise our draft night time economy strategy including policies to ensure the borough capitalises on the potential economic growth of the night time economy; while ensuring it remains inclusive, safe and friendly for our residents and visitors. We are also seeking to introduce a canal strategy in Ealing, working with the Canal and Rivers Trust to make our canal network more attractive and help attract visitor spend to the borough.

• We will drive forward work on the Ealing Cinema site. The developer, St George, is on track to complete all construction work by the autumn of 2020. Once all building work has
been completed the cinema will be handed over to Picturehouse Cinema for opening in 2021.

Transformation target: 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)

2018-19 achievements

• We have provided a range of support to residents and families in most need, including work clubs, personal budgeting support, digital skills support, and adult learning.

• Overall, a total of 701 out-of-work people were supported into employment during the year as a result of council schemes; 131 more than our target and a notable increase on the 569 residents supported in the previous year. During the same period, 1,301 new qualifications were achieved by residents, far exceeding the target of 874.

• We have also made strong progress on apprenticeship opportunities, with 255 new vacancies created in 2018-19; a 25% increase on our target of 188. This puts us on track to meet our goal of creating at least 750 additional apprenticeship opportunities for young people by March 2022.

• A new employment support hub in Acton has so far supported 500 residents and already helped 59 into work. Delivered by Shaw Trust as part of the West London Alliance (WLA) Work and Health Programme, the hub is a place where unemployed people and those with health conditions and disabilities or any other disadvantage in the labour market, can meet their employment support workers. They can access a range of services to help build their confidence and manage their health conditions as well as accessing practical help with activities such as CV writing and interview preparation.

• A council restructure means the vast majority of our employment and skills support services are now based together in a one team to help them to offer the best possible support to residents.

Our strategic priorities for 2019-20

• We will improve our offer to employers and help more vulnerable residents, including care leavers, carers and those with disabilities, into employment that works for them.

• We will continue to deliver our wide-ranging apprenticeship programme, including recruitment to roles at the council, to ensure that we meet and if possible, exceed our target of 750 apprenticeships created by March 2022.
Outcome 2: Children and young people fulfil their potential

We want to achieve

Through our Ealing Learning Partnership, we want to promote educational excellence and wellbeing for all learners through collaboration and innovation.

We want to help our residents at those points in their lives where it can make the greatest difference: in their early years and childhood; through school and in their transition to adulthood and employment. We will maintain high standards of teaching and learning in Ealing’s schools to ensure our pupils’ performance is amongst the best in London, all our schools are rated good or outstanding and that children achieve the expected standard at each key stage of educational attainment. We will do all we can to reduce the attainment gap for disadvantaged groups, particularly those with special educational needs and disabilities (SEND).

Transformation target: ensure continued increase in academic progress and outcomes for all groups of learners at all stages of education

2018-19 achievements

- In 2018, 68% of pupils in Ealing primary schools achieved the expected standard in reading, writing and maths, four percentage points above the national average and a three-point improvement since 2017. A greater proportion of Ealing pupils than nationally also achieved a high standard in reading, writing and maths.

- At the secondary level, 52% of students in Ealing schools achieved a grade 5 or above in both English and maths (a “secure” pass), nine points above the national average of 43% and three points above the London average of 49%. This is also an improvement since 2017.

- Importantly we know that it is the education and support in Ealing schools that is making the impact. Children in our secondary schools are making significantly more progress than children with similar starting points nationally, achieving a ‘Progress 8’ score of 0.53 in 2018 – the equivalent of achieving half a grade more in each subject. Ealing is ranked third out of 151 local authorities nationally for Progress 8 (up from seventh last year), and the highest ranked authority nationally for the EBACC component of Progress 8.

- In 2018, after extensive consultation with schools and stakeholders, we established the Ealing Learning Partnership (ELP) - a partnership between schools and the council to promote educational excellence and well-being for all learners through collaboration and innovation. With a mission to ensure ‘no learner left behind: no school left behind’ it aims to foster shared responsibility to achieve the best outcomes for children as well as reduce the
risk of financial vulnerability for schools. Eighty-eight of the borough’s 93 schools have already signed up to ELP, strengthening the strong sense of participation, partnership and ambition between schools and the council to drive forward school improvement.

Our strategic priorities for 2019-20

- We will aim to secure consistently high standards of teaching and learning to achieve outcomes amongst the best in London through skilful and sustainable collaboration.
- We will anticipate and respond intelligently to safeguarding needs through strong collaboration between schools and children’s services to support the highest standards of care and pupil wellbeing.
- We will seek to improve educational attainment and life chances for our most vulnerable children and young people including those with SEND.
- We will ensure that every young person is on a pathway to sustainable employment wherever possible.
- We will support schools to spend well for less – driving efficiency through creative solutions and sustainable models of resource deployment.

Transformation target: ensure continued increase in the proportion of schools judged good or outstanding by Ofsted and reduce school to school variation

2018-19 achievements

- Nearly nine in 10 (88%) of our primary schools are rated ‘good’ or ‘outstanding’. Fewer schools than last year are vulnerable to a ‘requires improvement’ or ‘inadequate’ judgement. The two schools subject to special measures have been successfully incorporated into the Dormers Wells Trust. These schools are no longer deemed inadequate and are making good progress.
- Ninety-three% of secondary schools are currently rated good or outstanding with 50% of all secondary schools now judged to be outstanding. It is expected that all secondary schools will be judged to be good or outstanding by 2022. Acton High made significant progress in 2018 prior to conversion as Ark Acton and standards are expected to further improve in 2019.
- One hundred% of special schools and both pupil referral units (PRUs) are currently rated good or outstanding.
Our strategic priorities for 2019-20

- We will build on the success of a system-wide peer review between schools to better understand variations in outcomes and raise expectations of all schools. We will ensure that every school leader has access to high quality professional development networks and programmes through ELP.
- We will work more intensively with a small minority of schools that are rated as requiring improvement and those with identified risks in overall effectiveness. Our aim is to have all our schools rated good or outstanding by Ofsted by 2022.

Transformation target: 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

2018-19 achievements

- We continue to prioritise improving educational outcomes for children with SEND. There has been significant improvement in some measures such as Progress 8 score for students with SEN support increasing from -0.3 to 0.02.
- We have approved 30 additional SEN places at Springhallow school, alongside the existing programme of 45 additional places at Belvue and St Ann's.

Our strategic priorities for 2019-20

- There is more work to be done to support students with SEND in areas such as achievement of the expected standard at Key Stage 2, persistent absence, and keeping students aged 17 in sustained education, employment or training. We will seek to increase our collective capacity to meet the needs of children and young people with social, emotional and mental health needs, especially those with challenging behaviour.
- We will focus on ensuring that all parents, schools and settings have clear expectations of what should be provided for children and young people requiring SEN support whilst managing the growth in numbers and in specific areas of need.

Transformation target: reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education

2018-19 achievements

- At Key Stage 2, disadvantaged pupils in Ealing achieve significantly more than their peers nationally.
- At Key Stage 4, the gap between disadvantaged pupils and their peers in standard pass English and Maths has narrowed and is considerably narrower (16%) than the national average (27%).

Our strategic priorities for 2019-20

- Disadvantaged White British pupils and Black Caribbean pupils continue to make the least progress from KS2 to KS4. These are ongoing priorities addressed through leadership networks, peer review and training. We are focused on learning from new research and
practice across London on improving academic and broader outcomes for Black Caribbean pupils.

- We recognise that too many of our Black Caribbean children have identified social emotional and mental health needs. We will ensure that all our schools have strong and consistent approaches to promoting universal mental health and that there is a focus on Black Caribbean pupils and their families.

### Transformation target: increase young people in education, training or employment

#### 2018-19 achievements

- The proportion of 16-17 year olds who are not in education, employment, or training (NEETs) was 1.2% in 2018-19, an improvement on our 1.9% target.

- The percentage of learners achieving the expected level of English and mathematics by 19 was 88%, above the national and London averages.

- After 16-18 study, 88% of Ealing pupils stayed on in education or employment; the same as the national average.

- We have reduced fixed and permanent exclusions in primary and high schools.

### Our strategic priorities for 2019-20

- We will work with schools to improve whole school approaches to behaviour and reduce the need for exclusions by addressing the wider social context of challenging behaviour by pupils.

- We will continue to emphasise effective inclusive practices and the consistency of their application across all schools to reduce fixed and permanent exclusions.

- The percentage of learners in employment is below the national average and it remains our priority to get more young people into appropriate training through internships and apprenticeships.

- We will ensure that the curriculum meets the needs of learners unable to access Level 3 provision.

- We will embed consistent and effective careers education and guidance in schools.
Outcome 3: Children and young people grow up safe from harm

We want to achieve

Protecting the most vulnerable in our society is our shared responsibility, and while we will always intervene when this is needed, we aim to find new ways to support people to keep themselves and each other safe. We work with partners through the Ealing Safeguarding Children Board to tackle complex issues such as child sexual exploitation, serious youth violence and work intensively with families to avoid the need for children and young people to be taken into care.

Transformation target: reduce the number of looked after children through earlier and improved quality interventions

2018-19 achievements

- We have continued to work with other boroughs to increase the number of foster carers in West London. Work has begun on developing a business case for regionalising fostering across Brent, Hounslow and Ealing.

- We have built on our award-winning Brighter Futures programme to continue to transform support services for children and young people in care and on the edge of care. Brighter Futures is an innovative programme to support and enable our children’s social care workforce to build effective, consistent relationships with adolescents, families, communities and carers, and to use those successful relationships to bring about positive change. This model is now fully embedded in our children’s social care, with a rigorous monitoring and quality assurance framework to ensure it remains effective and robust.

- Ealing became a Partners in Practice (PiP) local authority in March 2018 with the remit to drive improvement across the children’s social care sector. The PiP programme aims to be a genuine partnership between local and central government, bringing together the best practitioners and leaders in children’s social care from good and outstanding local authorities to improve the system, develop a better understanding of what works and to drive innovation and improvement in the delivery of children’s social care services. The aim, ultimately, is to improve outcomes for vulnerable children and young people.

- An Ofsted focused visit in November 2018 found that our children’s services deliver excellent outcomes for some of the most vulnerable young people in the borough, recognising that our Brighter Futures programme continues to transform services. Inspectors found Ealing to be an extremely ambitious corporate parent with a determination to provide a nurturing environment that meets children’s and carers’ emotional needs.

- More than one in six (17%) of Ealing care leavers are supported to go on to university, among the highest in the country. Further, we have also exempted care leavers from paying any council tax if they reside in the borough.

- In 2018-19 we have had an increase in the number of looked after children, largely due to an increase in the proportion of unaccompanied asylum-seeking children in the borough. Our current number of looked after children, at 354, remains better than the national average of 496.
Nearly a fifth of Ealing’s looked after children are unaccompanied asylum-seeking minors. We are always willing to act as a safe haven for the most vulnerable, including child refugees, and have welcomed 115 refugee children over the past two years, including 15 from the Calais camps. We have signed up to the campaign led by Lord Dubs for the government to fulfil its commitment to rehousing unaccompanied children.

Our strategic priorities for 2019-20

• We will build on the success of Brighter Futures by implementing the next stage of our multi-year plan to support children and young people in need of support and to safely reduce the number of young people who need to be in care.

• Ealing is the lead borough for the West London Regional Adoption Agency and will implement this in the autumn. We are also exploring opportunities to implement a multi borough approach to regionalisation of fostering support.

• Being part of the DfE funded Partners in Practice (PiP) programme we will continue to deliver a programme of work to sustain and embed the progress made through our innovative work under the Brighter Futures programme across the whole of the children’s workforce.

• We are developing a bespoke Brighter Futures training programme for all our staff in conjunction with partners.

• Our looked after children and fostering service is now a partner agency to DDP Connect UK. DDP provides a therapeutic framework for services to looked after and adopted children, using a trauma-informed, attachment-focused and developmental approach. Social workers use this model of practice to help children and their carers to feel safe and connected. In 2019-20 we will be taking DDP to the next stage and train more foster carers in DDP.

• We will enhance specialist interventions and improve outcomes for adolescents with new and complex multiple challenges, such as those at risk of involvement in child sexual exploitation, gangs and serious youth violence and risk of radicalisation.

Transformation targets: reduce the number of first time entrants to criminal justice system, and reduce the reoffending rate among young persons who have committed serious youth violence

2018-19 achievements

• The 2018/19 rate of first-time entrants to the youth justice system was 218 per 100,000 children aged 0-17, much better than the target of 330, and a substantial improvement on 291 in the previous year. A total of 69 young persons entered the youth justice system in 2018-19 as compared to 92 in the previous year. We were also able to ensure that 84% of young offenders were in suitable education, employment or training.
• We have provided a wide array of programmes for young people to attend. These programmes are aimed directly towards young people on court orders, and include knife awareness sessions, sports sessions, mentoring opportunities and group work. Where there are any bespoke needs for a child which would divert them away from offending we have a spot purchase arrangement e.g. horse riding and working at the stables.
• We have involved young people in the design and delivery of knife bins so that knives can be safely disposed of across the borough.
• The youth justice service has a strong relationship with local schools that most vulnerable young people attend, particularly Ealing Alternative. Information is shared through the gang’s outreach worker with the safeguarding leads in the schools and individual programmes are targeted towards young people with the greatest need. The Young Ealing Safeguarding (YES) group is introducing peer mentoring programmes to some secondary schools to provide additional support to young people.

Our strategic priorities for 2019-20
• We will continue our work to prevent young people from entering the criminal justice system. For those who do, we will provide a wide range of programmes to discourage them from reoffending.
• To reduce the likelihood of knife crime incidents occurring we will continue our work with young people to design peer-to-peer education sessions on knife crime and the dangers of knife crime.
• We will continue to deliver first aid courses in youth clubs and schools to raise awareness of the injuries caused by knives and how to respond to a knife related injury.
• We will work to address the overrepresentation of certain ethnic groups in the criminal justice system.
• We will increase engagement and support provided to young people who are victims of crime.

Transformation target: ensure young offenders are engaged in suitable education, training or employment

2018-19 achievements
• Education is the main plank of activity for all young people in the criminal justice system. All young people are referred to Connexions for individual one-to-one assessments of their needs if they are NEET. As a result of this approach in the last quarter (Q3 of 2018-19) all of the young people ending their order in the youth justice system were in education, training or employment.

Our strategic priorities for 2019-20
• We will continue our work to ensure our young offenders are engaged in suitable education, training or employment through our joint working with the Connexions team.
Outcome 4: Residents are physically and mentally healthy, active and independent

We want to achieve

We aim to create a borough that supports people to enjoy a good quality of life for as long as possible. We seek to develop services that focus on people’s skills, and not just the barriers they face, so they can live full, active lives in their communities.

At the same time, we will support those with the most complex needs, in particular, vulnerable adults and older people, protecting residents from harm, and supporting them to live as independently as possible, continuing to reduce delayed transfers of care, waiting times for assessments and inappropriate admissions of older adults.

We will tackle conditions related to obesity by making it easier for residents to make healthy choices. This includes helping people to be physically active through promoting walking, improving cycling infrastructure and discouraging car use for short journeys, which will also improve air quality.

Transformation target: deliver the Better Lives programme

2018-19 achievements

- We have continued to embed and progress our Better Lives approach which aims to make sure that people get the right services at the right time, and that personalised services are built around the needs of the cared-for and the carers. Through Better Lives we are connecting community groups and services, including council departments, to help people to stay healthy, active and independent. Early intervention helps reduce the need for more costly care later, which is good for service users and council tax payers.

- Better Lives has provided a clear vision and purpose for staff in adult social care for the people in Ealing who need support. We have focused on building on people’s strengths and aspirations, exploring the least restrictive options for support first and foremost. As a result, we can see a shift in the way we are managing demands for social care. More people are being helped with community based or preventative options, and the people who need more intensive support, receive it in a way that aims to reduce long term dependence where possible.

- We remain one of the best performing councils in terms of low rates of permanent admissions to residential care. We are also cutting costs and increasing efficiency through helping people to find care options in the community. This has led to a 40% reduction in contacts to our front door. We are also helping more people to live independently by providing equipment so that they can stay at home for longer.

- We have delivered on our ambition to keep in touch with more people who receive social care services, carrying out more than 5,100 care reviews during the year. A review is designed to identify any improvement or deterioration in a person’s physical, emotional and mental health so that appropriate changes can be made to address their care needs.
Our strategic priorities for 2019-20

- We will continue to deliver our Better Lives approaches, championing preventative, community based social work that builds on people's strengths and abilities.
- Remaining committed to the aim of person-centred integrated care, we will work towards ensuring that health, social care, housing and other public services work seamlessly together to provide better care. This is key to strong, sustainable local health and care systems which prevent ill-health and the need for residential placements and avoid unnecessary hospital admissions.
- We will explore more ways to support people living independently in their own homes as long as possible, such as providing home adaptations.
- We will make accessing social care support easier by developing digital options.
- We will begin implementation of a new a multi-year programme which will provide more consistent and effective lifelong support to people living with SEND, working closely with schools and families.
- From June 2019, our new single community health services provider, Ealing Community Partners, will provide a range of services for adults, children and young people across the borough. This will include learning disability support, district nursing, and care services so that people can receive treatment at, or closer to home.
- We will continue to develop more effective ways of delivering financial sustainability for our social care services. We have well established integrated commissioning and operational arrangements with local health partners. Through our Better Care Fund and formal partnership agreements, we have adopted a pooled approach to the use of more than £100m of NHS and social care funding for patient care.
- Our local ambitions for strong and innovative integrated working within the borough and across North West London mirror national priorities and are wholly aligned to the Joint Strategic Needs Assessment of the health and care needs of our population.

Transformation target: reduce the number of days delayed in hospital

2018-19 achievements

- After seven years of intense campaigning, alongside partner groups working to prevent the cutting of health services in North West London as part of NHS's Shaping a Healthier Future programme, we have managed to get the government to shelve these plans, saving accident and emergency services from being removed from Ealing and Charing Cross Hospitals.
- To prevent people from remaining in hospital any longer than they need to, we have achieved a significant improvement in delayed transfers of care. While in 2017-18 there were 12.7 delayed transfers attributable to all parts of the system, this year we have managed to reduce it to 8.0 against a target of 9.5.
- Performance of delays attributable to social care has also improved from 7.7 in 2017-18 to 3.9 this year, against a target of 6.1.
Our strategic priorities for 2019-20

- We will sustain our much-improved performance on delayed discharges from hospitals as well as low rates of re-admissions to hospital after discharge.
- We will continue to be closely involved in the shaping of future health services provision in North West London, including through a new campaign to protect local health services.

Transformation target: reduce childhood obesity

2018-19 achievements

- We have worked with schools to encourage the best investment of the national ‘Sugar Levy’ capital funding for schemes to promote a healthy weight, allocated in proportion to school level obesity prevalence.
- We have promoted Sugar Smart and delivered Sugar Smart workshops across the borough. All Everyone Active sites in Ealing are now Sugar Smart.
- We have had another successful year of delivering the National Child Measurement Programme in schools, and also inviting children above a healthy weight and their families to participate in the child weight management programme.
- We have supported our children’s centres to achieve Stage 2 of the UNICEF’s Baby Friendly accreditation to support parents to build close relationships with their baby and to feed their baby in ways which support optimum health and development.

Our strategic priorities for 2019-20

- We will conduct a Joint Strategic Needs Assessment (JSNA) on obesity and update our Healthy Weight Healthy Lives Strategy.
- We will promote healthy eating and physical activity in early years settings through roll out of Healthy Early Years London in Ealing.
- We will seek to ensure that the child weight management service is more closely aligned with the 0-19 Healthy Child Programme Service.
- We will promote ‘Sugar Smart’ in Ealing primary schools.
- We will develop a Whole School Food Policy and promote it in local schools.
Transformation target: increase school readiness

2018-19 achievements

- We have recommissioned an integrated 0-19 Healthy Child Programme service with a new provider, the Central London Community Healthcare NHS Trust. Having commenced delivery in October 2018 the service focuses on initiatives to increase school readiness, and to reduce the gap in school readiness scores amongst more deprived groups and communities.
- We have also rolled out an intensive home visiting programme, Maternal Early Childhood Sustained Home Visiting (MESCH) for at risk families, as well as continue the delivery of the Family Nurse Partnership for vulnerable first time young mothers.
- We have trained all health visitors in MESCH, which will have additional benefits for all mothers in Ealing, promoting positive parenting and parental mental health during health visiting development reviews, as well as identifying any developmental delay and safeguarding concerns.
- We have been successful in our application to be part of national health visitor training programme around speech, language and communication needs, which aims to support parents and carers of pre-school children with their child’s speech, language and communication development, and help early identification and appropriate signposting to speech language and communication services.

Our strategic priorities for 2019-20

- We will continue to improve the quality and uptake of the 0-19 Healthy Child Programme Service in Ealing, including universal and targeted service components, to improve school readiness among all children in Ealing.
- We will ensure that the health visiting service participate in the national training programme on speech, language and communication needs.

Transformation target: increase the proportion of 5-year olds free from tooth decay

2018-19 achievements

- As part of the re-commissioned 0-19 Healthy Child Programme Service, we have strengthened the focus on oral health, by ensuring Brush for Life packs are distributed at the developmental reviews, in addition to ensuring that health visitors provide routine and opportunistic oral health promotion messages.
- We have delivered oral health training sessions to a range of professionals – GPs, early years staff and childminders.
- We have successfully delivered a supervised toothbrushing programme for 3-5 year olds in priority schools.
- Healthy Early Years London (HEYL) awards scheme has been launched in Ealing and is being tested with a small number of settings and will include oral health messaging. HEYL aims to reduce health inequalities by supporting a healthy start to life across themes that include healthy eating, oral and physical health and early cognitive development.
Our strategic priorities for 2019-20

- We will promote HEYL in more settings across Ealing after reviewing its success in the test settings.
- We will continue to deliver oral health training to early hears staff and other key professionals that work with families to ensure we continue to promote standardised key messages on good oral health.
- Through our strategic group, we will continue to coordinate and support the work of Ealing’s oral health promoter and dental practices (especially the Starting Well practices), and other settings including children’s centres and schools.

Transformation target: reduce alcohol related hospital admission rate

2018-19 achievements

- We have increased the rate of successful alcohol treatment completions this year. The target was set at 39% and the current rate at the end of quarter 3 is 43%, also well above the national average (39%).
- Our recovery intervention service RISE has also achieved positive results with women who are drug and alcohol dependent. Their intensive and specialist model at the Women’s Wellness Zone has addressed a clear health inequalities issue for women with complex needs.
- RISE has developed better clinical pathways for the group of dependent drinkers with poor physical health due to their drinking through robust joint working with the gastroenterology department at Ealing Hospital.

Our strategic priorities for 2019-20

- We will continue our work to reduce harm from alcohol misuse through the delivery of quality treatment work at both RISE and the Women’s Wellness Zone.
- During 2019-20, the council’s public health team and RISE will consider the most effective ways to deliver alcohol treatment within the new primary care networks. Residents drinking at increased risk or binge drinking often prefer to receive alcohol treatment in their GP surgeries.

Transformation target: increase the proportion of active residents

Our strategic priorities for 2019-20

- This is a new transformation target for 2019-20, under which we will encourage residents to be physically active in order to improve their health and wellbeing. We will also encourage more residents to visit our strong network of sport and leisure centres, to engage in a variety of physical activities to keep fit. The proportion of active residents in the borough has risen over the past two years and we aim to increase this even further in 2019-20.
- Our Let’s Go Southall programme is especially focused on embedding physical activity in people’s daily lives, particularly among those groups who are more likely to be physically inactive such as older people, ethnic minorities, and people living with disability.
Outcome 5: Ealing has an increasing supply of quality and affordable housing

We want to achieve

We will make sure that more than 2,500 genuinely affordable homes are built. We want to prevent homelessness wherever possible, enable individuals and families at risk to secure their own housing solutions, reducing our placements into temporary accommodation, and invest £250 million into our existing housing, as well as improved standards for private tenants.

Transformation target: build more than 2,500 genuinely affordable homes

2018-19 achievements

- Our plan to build 1,138 genuinely affordable homes by March 2022 is London’s most ambitious affordable house building programme. Reflecting the ambition and scope of our plans, the Mayor of London awarded Ealing a grant of nearly £100 million towards its construction programme. The new homes will be available as social rent, London Living Rent or London Affordable Rent tenures or as other affordable options.
- The council has signed up to UNITE’s construction charter to safeguard construction workers on our projects and in those we fund.
- Central to our plans are an extensive programme of regeneration of council owned estates. This year Ealing undertook London’s first mandatory ballot of residents on such a scheme at High Lane, with a 90% yes vote for the council’s regeneration plans. Ensuring that local people benefit form and support our plans is at the heart of our approach.
- The council led programme will make a huge contribution but to meet our target of 2,500 genuinely affordable homes we need to work with social landlords and the private sector. We have very strong links through quarterly development forums and a through our Ealing In London engagement events where we impress the importance of our commitment to genuinely affordable housing.
- We have purchased sites adjacent to committed development sites thereby enabling the provision of additional homes genuinely affordable homes. We will continue to explore any potential to purchase sites in the borough.
- During the last financial year 449 new genuinely affordable homes have been completed in the borough and in future years this number is expected to go up substantially, enabling us to meet the target of 2,500 homes over four years.
- The council has also agreed proposals to double the council tax charge for empty properties to bring more homes back into use.

Our strategic priorities for 2019-20

- Continue to deliver our construction programme and continue to work innovatively with social landlords and private developer partners to ensure that we meet or exceed our target of 2500 genuinely affordable homes by 2022.
Transformation target: reduce placements into temporary accommodation

2018-19 achievements

We have a three-part strategy to prevent homelessness and manage the cost to the council through:

• Prevention of homelessness – this is the cornerstone of our plan and there were 947 homeless preventions in 2018-19 resulting from additional prevention activity and improved practice.

• Increasing supply of both permanent and temporary accommodation – we now have three modular home sites providing a total of 109 high-quality temporary accommodation units, with a further two sites to be in place during 2019-20. Since May 2018, we have reduced the number of families in B&Bs by nearly 100.

• Improving the flow out of the homelessness system into more stable accommodation – placements into temporary accommodation fell from 2,277 at the end of 2017-18 to 2,173 at the end of 2018-19 – the lowest reported figure since May 2015 (2,176). The cost to the council of placements in B&B has also reduced by 19.5% over the course of the year 2018/19.

• This strategy is operating in an extremely challenging environment with caps on Local Housing Allowance and Universal Credit limiting the rents that tenants can pay. Landlords have as a result been more reluctant to issue tenancies direct to residents and there have been fewer moves out of temporary accommodation into the private sector.

Our strategic priorities for 2019-20

• Continue to implement our strategy to prevent homelessness and reduce cost to the council. Our new long-term leasing scheme is scheduled to be progressed in 2019-20 and is a key component of the plan.

• Capital Letters, a collaboration between London boroughs to improve housing options for homeless households by establishing a not for profit not-for-profit organisation that will procure accommodation on behalf of the boroughs has now been incorporated and is due to go live in June 2019. Ealing will be one of the 12-member authorities in the first tranche and has actively assisted the development of Capital Letters by procuring a development agent for the new IT system on behalf of the company.
Outcome 6: Crime is down and Ealing residents feel safe

We want to achieve
We want people who live, work or visit Ealing to feel safe, focusing on anti-social behaviour and crimes that cause the most harm, such as domestic violence and violent crimes with injury.

Transformation target: reduce the number of victims of repeat anti-social behaviour

2018-19 achievements
- The rate of victims of repeat anti-social behaviour in Ealing has remained steady at 0.88 per 1,000 residents (300 incidents) throughout 2018/19. The new enhanced Multi-Agency Risk Assessment Conference (MARAC) has been operational for more than a year and has allowed partners to come together and focus on complex cases with high levels of vulnerabilities and repeat victimisation.

Our strategic priorities for 2019-20
- Ealing MARAC will continue its focus on tackling repeat victimisation.

Transformation target: reduce incidents of domestic abuse

2018-19 achievements
- Through the work of the Safer Ealing Partnership, the Violence Against Women and Girls (VAWG) strategic group, and the domestic violence MARAC, we have helped to reduce incidents of domestic abuse in Ealing from 2.75 per 1,000 residents in 2017-18 to 2.58 in 2018-19.
- The domestic violence MARAC continues to operate and deliver outcomes for victims of domestic violence.
- The Women's Wellness Zone is operational and has received 131 referrals during 2018-19.
- Our Safer Ealing Partnership and VAWG strategic group have continued to deliver new ways of working to tackle domestic abuse and in particular, repeat domestic abuse.
- Ealing has engaged and worked with neighbouring boroughs including commissioning a new housing worker to support domestic violence victims with complex needs across Hounslow, Harrow and Slough councils.

Our strategic priorities for 2019-20
- We will be refreshing our Violence Against Women and Girls strategy during 2019-20.
Transformation target: reduce incidents of assault with injury, wounding/grievous bodily harm, and common assault

2018-19 achievements

- Knife surrender bins were installed across 10 sites in the borough in February 2019. A wider supportive communications plan around this is currently being developed which will help achieve more knife surrenders and therefore a reduction in knife offences.

- To help inform our response to knife crime we have recruited a shared analytical resource for the West Area Borough Command Unit (BCU) to provide real time analysis of knife crime across Hounslow, Hillingdon and Ealing.

Our strategic priorities for 2019-20

- The Mayor’s Office for Policing and Crime (MOPAC) has violence with injury and robbery as its local priorities for Ealing in 2019-20. We will continue to support the police’s work towards these priorities.

- The West Area BCU will carry out an in-depth analysis of knife crime across the three boroughs to develop further intelligence in order to tackle the issue. Although knife crime rates are lower in Ealing than the London average it remains a key priority area.

Transformation target: improve residents’ perception of safety and reduce concerns about crime and anti-social behaviour.

2018-19 achievements

- Last year’s residents survey showed that more than nine in 10 (94%) Ealing residents continue to feel very or fairly safe during the day in their local neighbourhood. However there has been a drop in the feelings of safety after dark, down from 72% in the last survey in 2014 to 65% in 2018. Alongside our continued work with the police to tackle violent crime in the borough one of our key measures to improve perceptions of safety is to bring about a borough-wide Public Spaces Protection Order (PSPO). This will help tackle street drinking and other low-level anti-social behaviour in public spaces in the borough.

- The PSPO outside Marie Stopes Clinic was successfully introduced in 2018, allowing a safe zone for clinic users and staff, as well as members of the public. We continue to lobby the government to introduce a national solution to harassment outside health care facilities.

- We have also introduced PSPOs in Southall and Acton (Valetta Road) to target anti-social behaviour and help residents feel safer.

- Our safer communities team have undertaken a record number of interventions this year, targeting the most serious perpetrators of crime and anti-social behaviour across the borough and safeguarding vulnerable people.

- The safer communities team have also increased the Parkguard parks patrols. In partnership with parking services and parks the service was extended to key multi storey car parks in the borough, a consistent hotspot for anti-social behaviour. These patrols directly help improve people’s perceptions of how safe our borough is.

- Our new CCTV control room and associated camera upgrades, has helped us identify a record number of incidents, a 40% increase since the new control room has come online, increasing safety in our town centres.
Under our selective licensing scheme we have licensed 1,652 houses in multiple occupation (HMOs) in the borough, along with licensing 5,727 privately rented homes. This helps in reducing anti-social behaviour associated with poorly managed private-rented properties.

Our strategic priorities for 2019-20

- We will continue tackle residents' concerns about anti-social behaviour and create a safe environment. A public consultation on introducing a borough-wide PSPO is currently underway. Once it is completed in June 2019 we will make the final decision on implementing the order.
- We have recently obtained a High Court injunction that prohibits illegal encampments and depositing of waste on more than 300 sites across Ealing. This will give police the power to quickly remove those who ignore the injunction in the borough’s open spaces, housing estates, car parks, thus helping us to protect our open spaces from damage and misuse. If the injunction works effectively we will apply for a longer extension once the initial injunction expires in July 2019.

Transformation target: reduce drug and alcohol related hospital admissions

2018-19 achievements

- We continue to provide an effective alcohol treatment service, which is successfully used by a greater proportion of alcohol users than the national average. Through our recovery intervention service we also provide specific support to more vulnerable groups of people affected by drug and alcohol abuse.
- We have delivered an intelligence-led approach to the enforcement of alcohol licence rule breakers, with a higher number of successful prosecutions by trading standards in 2018/19.
- We have strengthened our food safety visits to get more value out of each visit, with food safety officers now identifying health and safety concerns amongst other new initiatives.
- As part of a recent consultation we have supported the government’s proposal for bringing shisha cafés under the auspices of the Licensing Act.
- We also supported the government’s proposals in a consultation what has resulted in an announcement to reduce the maximum stake available on fixed odds betting terminals.

Our strategic priorities for 2019-20

- As part of reviewing our licensing policy for the borough, we will also assess the cumulative impact of proliferation of off-licences in a local area and if we need to put in place any additional safeguards to mitigate the effects of such premises.
Outcome 7: The borough has the smallest environmental footprint possible

We want to achieve
We want to ensure that the borough is healthy and sustainable for future generations. We will continue to tackle poor air quality and to protect the environment for example by encouraging people to switch to walking or cycling for shorter journeys which can also have health benefits. We will explore ways to make the borough cleaner and more energy efficient through promoting technology such as solar energy and lower emission vehicles.

Transformation target: increase recycling rate to 60% by 2022

2018-19 achievements
- We achieved the highest ever recycling levels of 51.1% in 2018-19. Our performance ranked 4th in London in 2017-18, the latest year for which comparison is available against a London average of 33.7%. We expect to be higher in the rankings this year.
- To further increase recycling levels and achieve our ambitious targets we have commenced the introduction of comingled recycling collections and food waste collections to blocks of flats.
- We are particularly targeting poor performing recycling areas.
- We have introduced new policies on smaller bins sizes and promoted the garden waste service.

Our strategic priorities for 2019-20
- We will establish a Local Authority Trading Company (LATCo) to deliver bin collection and street cleaning services. This will provide the flexibility and control required to prioritise targeted environmental improvement. The LATCo will be independent of but wholly owned by the council, allowing clear strategic direction and maximising the resources available to respond to service delivery priorities in a challenging climate.
- We will continue our enhanced street sweeping operation during leaf fall seasons to ensure that pavements are safe for pedestrians all year round.
- We also plan to introduce a commercial recycling service before Christmas 2019.
Transformation target: increase the proportion of residents who walk, cycle and use public transport instead of cars, to improve air quality

2018-19 achievements

- We declared a climate emergency calling on the UK Government to provide the necessary powers and resources to make local action on climate change easier and declaring our goal of making Ealing carbon neutral by 2030, taking into account both production and consumption emissions.
- We are committed to reduce and work towards eliminating dangerous road junctions. As part of this we are preparing an initial “long list” of junctions which might benefit from further safety work.
- We have introduced a parking permit scheme that charges a premium for cars with the highest pollution levels within our Controlled Parking Zones (CPZs) and reduced charges for electric cars.
- We have commenced consultation on our first industrial CPZ, which also has proposals for electric vehicle charging and cycle parking.
- We have initiated the installation of fast and standard electric vehicle charging points across the borough.
- The hybrid electric bike company, Lime, has launched in the borough to provide a dockless e-bike scheme. We have also signed up to the Sustrans Streets for People Pledge to create traffic free neighbourhoods, safe space for cycling on main roads, and creating safer, more accessible, and attractive streets.
- We have installed 10 bike hangars in residential areas across the borough in 2018-19.
- Although our enforcement powers are very weak in this area we are seeking innovative solutions to discourage drivers from keeping their car engines idling while stationary on our roads to improve air quality.
- We have planted nearly 9,000 trees during 2018-19, well over a quarter of our 30,000 target over the next four years.
- We have upgraded around 20,000 streetlights to LED, with a 43% drop in energy use and carbon emissions. We continue to investigate an appropriate solution for upgrading the 2,500 heritage lighting units.
• We have promoted 'play streets' across the borough as part of car free days to allow residents to close roads so that children can play outside in their streets. We supported seven road closures to create play streets on World Car Free Day 2018, and we will aim to support at least 15 play streets in 2019

Our strategic priorities for 2019-20

• We plan to implement two new CPZs in 2019-20 that will have provisions for electric vehicle charging and cycle parking.

• We will continue to use our planning policy to encourage the use of public and active transport. Planning applications are being considered to ensure that the ratio of car parking to residential units/ commercial floorspace is as low as possible if not completely car free, with some exceptions for higher provision allowed in areas with low public transport accessibility.

• The £8.5 million West Ealing Liveable Neighbourhoods Project, a collaboration with TfL, residents and businesses, is at TfL for approval to the next stage of feasibility study. In addition, designs for a segregated cycle lane on Uxbridge Road are to be completed in 2019 with implementation starting towards the end of 2019-20.

• This year we will also extend the Ruislip Road East quiet-way to Ealing Broadway, start installing bike hubs at all stations in the borough, and begin consulting on new locations for bike hangars within residential areas. TfL has also commenced the implementation of a cycle superhighway along the A40, aimed for completion in 2021.

• We will pilot ‘school streets’ – closing roads around school entrances at the start and the end of the school day – to encourage parents and school children to walk or cycle to school instead of using cars.

• We are urging the central government to make resources available to help local communities and local authorities take meaningful action on tackling climate change.

• We will work with the community to better understand how they wish to contribute to reducing carbon emissions and how they can help deliver projects and practical actions to reduce emissions across the borough.

• We are gathering data to determine the scope and feasibility of the 2030 carbon neutral target.

• Internally, to combat climate change we will seek to embed new practices, policies and approaches that will help significantly change the way the council conducts its business and delivers public services.

• We will also adopt our new sustainability policy and energy strategy in autumn 2019, focusing on key areas that will have the maximum impact on protecting the environment.

• We will continue to lobby to ensure that Crossrail stations are opened on time so that local residents and businesses get the benefits and that the necessary investment is made to ensure stations in the borough are fit for the new service.
Outcome 8: Ealing is a clean borough and a high-quality place where people want to live

We want to achieve

Together, we will ensure that the way we shape and manage the borough makes Ealing a place that is cleaner, healthier, and happier. By working with residents and businesses we will make sure our streets are places people are proud to live and work in. We will work to keep our streets clean and tidy and increase the amount of waste that is reused or recycled to 60%. We will make sure that we improve the environment by working differently and more effectively with the community. We want our parks and open spaces to be places that are welcoming and connect people, so they can take part in the amazing diversity of cultural activities across the borough and take advantage of our investment in leisure, cultural and community facilities.

Transformation target: keeping streets clean of litter, detritus, graffiti and fly posting

2018-19 achievements

- We have used our increased enforcement powers to combat the significant increase in flytipping levels in the borough over the last two years, a London-wide as well as national problem. As a result, there has been a significant increase in the number of fines issued for littering and flytipping and in the number of successful related prosecutions.

- We have commenced a new joint boroughs environmental enforcement contract with Harrow and Barnet, which will ensure wider coverage of our town centres and other areas of high footfall.

- A set of pilot initiatives have been launched in Southall to tackle flytipping. These have been developed by residents in partnership with the council, with behaviour change as the objective. The council is supporting the community in terms of targeted enforcement and facilitation of related projects (the project has already resulted in improvements in target areas and successful prosecution for flytipping). However, residents have taken the lead and have established a working group to support a sustainable community approach to contribute to the management of the street environment in their area.

Our strategic priorities for 2019-20

- Flytipping incidents have risen significantly over the last two years and our residents survey told us that residents want the streets to be cleaner. We will continue to bear down on irresponsible flytippers. Once our Southall flytipping pilot is assessed to be effective we will roll it out to other parts of the borough over the next year. From April 2019 we have increased the fixed penalty notice for littering to £150 from £80. We also issue a £400 fine for flytipping, to act as a strong deterrent.
Transformation target: improve the quality of the place through increased participation and inward investment.

2018-19 achievements

- Pitzhanger Manor and Gallery, the crown jewel of Ealing’s heritage, reopened in March 2019 after the successful completion of a £12 million conservation and restoration project led by the council in partnership with Pitzhanger Manor and Gallery Trust. The gallery’s inaugural exhibition saw Turner Prize-winning artist Anish Kapoor presenting a series of sculptures, some previously unseen in Britain.

- We have secured a ground-breaking and innovative project to build healthier and more active communities across Southall, as a result of our successful Sport England bid. This has funding confirmed, a minimum of £4m to March 2021, with potential for additional funding based upon acceleration and scaling of investment opportunities.

- As part of our parks investment and improvement projects, completion of the restoration of Gunnersbury Park estate and to establish a new operating management model in partnership with Hounslow Council and Historic England, Gunnersbury Park CIC and Gunnersbury Park Development Trust is a major step forward. The Ealing Parks Foundation was established in January 2019, to encourage volunteering and community input into the future of Ealing’s parks.

- The restored Gunnersbury Park and Museum opened in 2018, and funding has also been secured from Highways England to enable restoration of the Small Mansion and Stable.

- As part of our active and healthy lives commitment, we have secure investment in the redevelopment of sports provision in Hanwell at the Warren Farm Sports Ground, through collaboration with Queens Park Rangers Football Club, to deliver community sports facilities.

- In 2018-19, active groups were involved in the management or maintenance of 12.2% of our green spaces, an increase from 10% in the year before. The Active Citizen Project Plan, now established, will help deliver a programme of engagement to establish new Friends of, new Friends Forum and the Ealing Parks Foundation.

- We have committed to complete the restoration of Hanwell Community Centre in collaboration with Hanwell Community Centre Consortium.

- We relaunched the Transform Your Space initiative in February 2019 through which funding of £100,000 is made available for community groups to improve their quality of live and neighbourhoods.

- As part of our commitment to deliver significant investment into the borough’s roads and footways, we have delivered the new £17.5 million project to widen and improve access to Southall Station Bridge and the £4.95 million Merrick Road footbridge project.

- We introduced a 20mph zone across Ealing, West Ealing and Hanwell on 31 March 2019, meaning two-thirds of the borough is now covered by a 20mph zone.

Our strategic priorities in 2019-20

- We have committed to invest a further £3.5m in 2019-20 on fixing pot holes and improving road safety.

- In view of the government’s decision to expand Heathrow Airport we will continue to campaign to ensure that as few people as possible are affected by any noise and air pollution arising and we will fight for £150m compensation and for jobs and apprenticeships for young people in Ealing.
• We will move into the delivery phase on our ground breaking Let’s Go Southall programme to build healthier and more active communities across Southall. Through our innovative neighbourhoods programme and the newly established Ealing Parks Foundation, we will focus on finding way to support and enable citizens to be active and take more control in their communities.

• A range of events are planned for the launch of the London National Park City in July 2019. We have had positive engagement with the Canals and Rivers Trust who are developing an action plan for towpath enhancement, with a focus on Southall.
Outcome 9: Ealing is a strong community that promotes diversity with inequality and discrimination reduced

We want to achieve

Communities are the driving force of our borough. We have thousands of residents who already give up their time to help others; including those who help friends and neighbours on an informal basis by cooking meals for lonely people or checking on the elderly, as well as people who formally volunteer in the community to run services.

We will continue to build a borough where different communities live happily alongside each other and have opportunities to come together. We will help them to develop the connections and support networks they need to achieve their full potential. We will do all we can to tackle the inequalities that persist across our borough, in particular, reducing the gap between disadvantaged and non-disadvantaged children at all stages of people’s school education and tackling health inequalities.

Transformation target: encourage and create more opportunities for volunteering and community participation in local activities

2018-19 achievements

- We continue to build on the strengths of our community. Our latest residents’ survey showed that nearly nine in 10 (86%) Ealing residents agree that ‘people from different ethnic backgrounds get on well together’. The survey also told us that 64% of residents agree that people ‘pull together to improve the local area and almost one in five (17%) residents had volunteered to help the local community in the last 12 months. Our Do Something Good platform provides volunteering opportunities to local residents, groups and businesses who wish to make a difference in their neighbourhoods through a wide range of projects.
- We have engaged residents in Hanwell and Northolt to understand more about what they value in their community and the improvements they would like to be involved in making happen. Through our consultation on community managed libraries we are exploring ways to protect the library service we know residents value in the face of deep funding pressures.
- With the 2019-23 funding programme for the voluntary and community sector (VCS) agreed in June 2018, we continue to invest in our partnership working with the voluntary and community sector to grow meet the needs of our community.
- We have retained our Hardship Scheme to help people and families on low incomes and those impacted by various welfare reform measures such as Universal Credit to manage the extreme pressures and financial challenges they face.
- With Brexit uncertainty surrounding the future of the 55,000 EU nationals who call Ealing home we have championed the need for clarity from government. This has included being part of the successful campaign to drop the proposed £65 registration charge for settled status applications. We have also signposted residents to help and Ealing is one of the assistance and scanning centres for EU citizens to make their application if they need extra assistance.
- We have also made considerable progress this year to narrow key inequalities of employment and educational outcomes, as set out under Outcome 2.
As a major employer in the borough and committed to addressing inequalities, we have been tackling gender pay gap, which decreased from 5.9% in 2017 to 4.5% in 2018.

We have developed our social value guidance for commissioners and procurers which goes significantly beyond legislative requirements and embeds social value into commercial and procurement activity.

**Our strategic priorities in 2019-20**

- In partnership with the Ealing CCG we have committed to a four-year financial programme of £2.2m per year that supports the voluntary and community sector and we will roll out the new grants associated with this programme. We will introduce a small-grants programme this year to support small organisations take forward innovative ideas.
- We will continue to play our community leadership role in the face of Brexit uncertainty to ensure that all members of the community feel that Ealing is a welcoming place to live and work.
- We will make decisions on the future operating model for our libraries service including the opportunities to protect services through a community managed libraries model in some areas.
- We will continue to research and test new ways of engaging with communities in Hanwell and Northolt to enable residents to come together to create stronger communities and to lead and shape their neighbourhoods.
- We will continue to innovate and engage residents in the design and implementation of new services and technologies that are part of our Future Ealing programme, to ensure that Ealing is an inclusive council that designs services around the needs of our users.
- We will look to further reduce gender pay gaps through our supply chain by reviewing potential suppliers' policies and strategies during the selection stage.
- We will review our organisational priorities for creating a more equal community, building on the mainstream approach which sees narrowing inequalities embedded into our core priorities and performance targets.
A modern council

We want to achieve

We see it in our everyday lives – in how we now communicate, learn and shop - technology has transformed the way we work. We will make greater use of technology to make people’s lives easier, use data to target services more effectively, and save resources for where they are needed most. Connected Ealing, our digital strategy, outlines how we will make the borough a connected place, with smarter services for residents, visitors and businesses.

Transformation target: 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

2018-19 achievements

- The most important test of the council is residents’ opinion. Our 2018 resident survey showed strong performance on overall satisfaction with council (73%) with performance broadly stable and resisting the national trend for falls in satisfaction over recent years. We are proud of this achievement.
- In line with national benchmark from the LGA's quarterly satisfaction polling there have been falls in satisfaction with many individual services, reflecting the increased budgetary pressure with which they are operating. Interestingly there have been rises in satisfaction (although lower in absolute terms) with targeted services such as children’s and adult’s social care and housing benefits, perhaps reflecting the relative shift towards provision of these services and residents shifting priorities in an era of continued austerity.
- We want to meet the expectations local people have and the council has committed to invest £11.3m to transform the experience of interacting digitally with the council. We aim to put residents at the heart of designing and improving digital services, get things right first time and design digital services that are easy to use, so residents choose to use them. A first phase of work began towards the end of 2018, to streamline the processes for service delivery across council tax, business rates, complaints, housing benefits, housing rents and housing repairs. These services will go live during 2019-20 and ensuring all our residents can effectively access them will be a key priority. As well as the customer experience benefits the digital programme being rolled out will also help the council make more effective use of data to design and target services.
- The council has continued to deliver its wide-ranging programme of continuous improvement and efficiency to ensure services are cost effective and fit for purpose and that we operate as one council. We conducted a structured review of management posts to promote a one council approach, standardise spans of control where appropriate and deliver savings including rationalisation of the number of directorates from five to three. We also reviewed our approach to cross cutting support services, consolidating services like business support and performance and intelligence to ensure the organisation receives the support it needs and to deliver financial savings. Finally, the council has continued to identify service level opportunities for efficiency. In total the council has delivered savings of around £5.1m via the continuous improvement and efficiency programme during 2018-19.
- Through its commercial programme the council has reviewed a range of contracts to ensure that we are getting the best value from the £320m we spend each year with third parties.
Our strategic priorities for 2019-20

- We want to ensure that residents find it easy to contact the council. Fifty-four percent of respondents to our residents’ survey agreed the council is easy to contact - returning to 2012 levels (53%) after the considerable increase in 2014 (71%). We will continue to address this by building on the successful call back scheme we introduced last year.

- We will continue to implement our programme of digital transformation across the council. We expect that benefits services will be the first to launch in summer 2019 with residents being asked to register for the new account. We will also provide support for those who need extra help to make sure everyone is able to access services.

- We will deliver the agreed programme of efficiency savings. From 2019-20 onwards these currently stand at around £2.8m. We will also develop further proposals to ensure that we are doing everything we can to maximise efficiency and protect outcomes.

- Continue to act commercially with effective contract management to get value for money. For the first time this year we will be including the percentage of our in-borough spend and the percentage of spend with small and medium enterprises as key performance indicators so that as well as getting value for money we leverage the power of our spend to help create a strong local economy.

- Our resident survey results show that Ealing is matching other councils in terms of how informed residents feel about the council overall, but that fewer than we would hope truly understand the financial challenge the council faces. We will consider if there are any communications opportunities as we seek to strengthen residents’ understanding of the council’s financial challenge and what it means for them.

Transformation target: enable a collaborative, accountable, innovative and trustworthy workforce capable of improving lives for residents

2018-19 achievements

- Through our new ways of working (NWOW) programme we have delivered a co-ordinated package of support to facilitate our transformation as an organisation to meet the challenge we face. This has included providing our staff with the latest tools and technology to enable them to work more efficiently and flexibly, such as the roll out of Surface devices to staff and the introduction of Skype for Business, all of which have enabled staff to work more flexibly. This has been supported by the establishment of the digital skills centre which was introduced to deliver digital skills training effectively and is the base for the ‘day one new starter’ process.

- We have also developed a suite of Digital Skills short workshops to help improve the digital skills capability of our workforce – in the last year we have supported over 797 staff members.

- We have refreshed our ‘Ealing Values and Behaviours’ framework to ensure that all staff deliver the best possible service to our residents and supported this through a workshop programme on the new framework.

- The make-up of our workforce also demonstrates the borough’s rich diversity. Our staff are closely representative of the borough’s profile in terms of age, ethnicity, and disability.
• As part of our transformation the council’s headquarters site is being redeveloped. A development agreement was signed with Galliford Try in February 2019 to provide new office accommodation for the council, which will include a library and customer service centre, and around 470 homes with 50% of the housing being affordable at no additional cost to the council.

• In each area of the council we have nominated ‘New Ways of Working Champions’ who will ensure that the process of relocating to our new office headquarters is as smooth and efficient as possible with minimal disruption to staff as well as the council’s functioning.

Our strategic priorities for 2019-20

• We will continue to progress the redevelopment of the council’s headquarters site with a planning application submission targeted for November 2019.

• We will finalise and implement our new organisational development strategy to support our transformation as an organisation.
Resourcing our delivery

2019/20 is the fifth year since the November 2015 joint spending review and is the fourth local government settlement since the 2015 general election. There continues to be significant reductions to Government funding for local authorities as part of the Government’s ongoing deficit-reduction programme. In addition to reductions in central government funding we have to pay for additional costs outside our control such as significant demographic pressures in adult social care and rising inflation on contracts.

The chart below shows how our gross budget is funded.

In the face of one of the most challenging financial periods ever faced by local government, the council’s financial standing is sound and it has responded well to the pressures it faces. The council again spent within its budget for 2018/19 with a balanced budget position at year-end and undertook management actions to control overspends and deliver a balanced outturn, providing a strong base for the council to face the challenges in 2019/20 and beyond.
The council’s revenue budgets are separated into the General Fund, the Schools budget, funded through a Dedicated Schools Grant, and the Housing Revenue Account. Most of the Council’s activities are funded from the General Fund which has a net budget of £247.7m in 2019/20. The Council’s gross expenditure is more than £1 billion including schools and the Housing Revenue Account. The chart below shows the composition of funding and a summary of where the budget is spent.

The council has a financial strategy setting out how we intend to balance the books over the next four years and where we expect to have to find £18.147m savings to close the budget gap, taking into account the escalating demand pressures in social care and possible deterioration in funding with the implementation of full business rates retention and the Fair Funding review by 2020/21. These savings are in addition to the previously agreed savings.
The council has reviewed its investment needs and has agreed a capital budget to support corporate priorities and to satisfy statutory requirements such as expanding schools to allow for increasing pupil numbers. Capital investment relates to spending on assets which will bring a benefit over the longer term therefore it is treated separately to day to day revenue expenditure and is funded from borrowing, government grant or revenue contributions.

The chart below shows the breakdown of the capital programme which spans five years from 2019/20 to 2023/24.

Capital Programme 2019/20 - 2023/24 £709.2M

- Housing Revenue Account, £326.9M, 46%
- Council Wide, £156.1M, 22%
- Regeneration, £48.3M, 7%
- Chief Executive, £66.2M, 9%
- Housing General Fund, £326.9M, 46%
- Environment & Leisure, £25.8M, 4%
- Adults and Public Health Service, £1.8M, 0%
- Schools and Children's Service, £78.9M, 11%

Schools and Children's Service
Adults and Public Health Service
Environment & Leisure
Regeneration
Housing General Fund
Chief Executive
Council Wide
Housing Revenue Account
Measuring our progress

In the first year of the Council Plan 2018-22 we set out a performance framework to ensure we focus on the most important things that matter to our residents and helps measure our success towards achieving our key priorities. In this framework, we had set ambitious targets for a total of 76 performance indicators that track progress made under each of the nine Future Ealing outcomes and for our Modern Council theme. This information on how we’re performing is available through our online Performance Dashboard and also via our quarterly cabinet reports available at the council’s website.

The performance framework for 2019-20 has been updated as part of the annual review to ensure it remains current and fit for purpose, although it still contains a total of 76 unique indicators.

The table below provides the performance indicators and targets for 2019-20.
<table>
<thead>
<tr>
<th>Outcome area</th>
<th>Transformation Targets</th>
<th>Performance measures</th>
<th>Polarity</th>
<th>Frequency</th>
<th>2018/19 Performance</th>
<th>2018/19 Target</th>
<th>2019/20 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 1: A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes</strong></td>
<td>Increase new housing development</td>
<td>Number of new homes delivered</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>Not available</td>
<td>1297</td>
<td>1297</td>
</tr>
<tr>
<td></td>
<td>Increase new commercial development</td>
<td>New employment/ commercial floorspace</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>Not available</td>
<td>25,000 sq.m</td>
<td>25,000 sq.m (provisional)</td>
</tr>
<tr>
<td></td>
<td>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)</td>
<td>Number of out of work residents supported to gain work</td>
<td>Bigger is better</td>
<td>Quarterly</td>
<td>702</td>
<td>570</td>
<td>642</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of accredited qualifications achieved by out of work residents</td>
<td>Bigger is better</td>
<td>Quarterly</td>
<td>1,301</td>
<td>874</td>
<td>1,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of apprenticeship vacancies generated</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>255</td>
<td>187</td>
<td>188</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of registered London Living Wage employers</td>
<td>Bigger is better</td>
<td>Quarterly</td>
<td>25</td>
<td>27</td>
<td>33</td>
</tr>
<tr>
<td><strong>Outcome 2: Children and young people fulfil their potential</strong></td>
<td>Ensure continued increase in academic progress and outcomes for all groups of learners at all stages of education</td>
<td>Percentage of children achieving a good level of development at the early years foundation stage</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>72.0%</td>
<td>73.3%</td>
<td>73.3%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of pupils reaching the expected standard in reading, writing and maths at key stage 2</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>67.8%</td>
<td>67.0%</td>
<td>70.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of pupils receiving a standard pass in English and maths at key stage 4</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>69.4%</td>
<td>71.5%</td>
<td>71.5%</td>
</tr>
</tbody>
</table>

1 Target may be revised once the performance outturn for 2018-19 becomes available
<table>
<thead>
<tr>
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<th>2018/19 Target</th>
<th>2019/20 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress 8 (Progress across 8 qualifications)</td>
<td>Big is better</td>
<td>Annual</td>
<td>0.53</td>
<td>0.31</td>
<td>Top 10% LAs nationally</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of students achieving level 3 by 19</td>
<td>Big is better</td>
<td>Annual</td>
<td>70.1%</td>
<td>70.0%</td>
<td>71.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure continued increase in the proportion of schools judged good or outstanding by Ofsted and reduce school to school variation</td>
<td>Percentage of Ealing schools rated good or outstanding - All</td>
<td>Bigger is better</td>
<td>Quarterly</td>
<td>89.8%</td>
<td>92.1%</td>
<td>92.1% (82/89 schools)</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>Percentage of pupils with SEND reaching the expected standard in reading, writing and maths at key stage 2</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>23.9%</td>
<td>25.0%</td>
<td>26.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of pupils with SEND receiving a standard pass in English and maths at key stage 4</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>34.9%</td>
<td>32.0%</td>
<td>36.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of students with SEND achieving level 3 by 19</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>46.7%</td>
<td>47.5%</td>
<td>40.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of EHC plans issued within 20 weeks (exc. exceptions)</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>54.0%</td>
<td>Not applicable²</td>
<td>65.0%</td>
<td></td>
</tr>
</tbody>
</table>

² No target applicable for 2018-19 as it is a new indicator for 2019-20
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<tbody>
<tr>
<td><strong>Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education</strong></td>
<td>Gap between Black Caribbean pupils and all pupils nationally reaching the expected standard in reading, writing and maths at key stage 2</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>11.6% points</td>
<td>13.0% points</td>
<td>11% points</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and maths at key stage 4</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>14.2% points</td>
<td>14.0% points</td>
<td>13.0% points</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in reading, writing and maths at key stage 2</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>12.5% points</td>
<td>9.0% points</td>
<td>11.5% points</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and maths at key stage 4</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>11.6% points</td>
<td>10.0% points</td>
<td>10.0% points</td>
<td></td>
</tr>
<tr>
<td><strong>Increase young people in education, training or employment</strong></td>
<td>Percentage of 16-17 year-olds not in education, employment or training</td>
<td>Smaller is better</td>
<td>Monthly</td>
<td>1.2%</td>
<td>1.9%</td>
<td>1.7%</td>
<td></td>
</tr>
<tr>
<td><strong>Outcome 3: Children and young people grow up safe from harm</strong></td>
<td>Rate of looked after children per 10,000 population aged 0-17</td>
<td>Smaller is better</td>
<td>Monthly</td>
<td>42.7</td>
<td>34.4</td>
<td>41.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of looked after children</td>
<td>Smaller is better</td>
<td>Monthly</td>
<td>350</td>
<td>282</td>
<td>338</td>
<td></td>
</tr>
<tr>
<td></td>
<td>First time entrants to the youth justice system aged 10-17 (Rate per 100,000 10-17 population)</td>
<td>Smaller is better</td>
<td>Quarterly</td>
<td>218.2</td>
<td>330.0</td>
<td>215.0</td>
<td></td>
</tr>
<tr>
<td>Outcome area</td>
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<td>Frequency</td>
<td>2018/19 Performance</td>
<td>2018/19 Target</td>
<td>2019/20 Target</td>
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</tr>
<tr>
<td>Reduce the reoffending rate among young persons who have committed serious youth violence</td>
<td>Percentage of young people who have committed serious youth violence, who have re-offended in the year</td>
<td>Smaller is better</td>
<td>Quarterly</td>
<td>Not available</td>
<td>15.0%</td>
<td>14.0%</td>
<td></td>
</tr>
<tr>
<td>Ensure young offenders are engaged in suitable education, training or employment</td>
<td>Percentage of young offenders engaged in suitable education, training or employment</td>
<td>Bigger is better</td>
<td>Quarterly</td>
<td>83.9%</td>
<td>83.5%</td>
<td>84.5%</td>
<td></td>
</tr>
<tr>
<td>Outcome 4: Residents are physically and mentally healthy, active and independent</td>
<td>Delivering the Better Lives programme</td>
<td>Average waiting time for assessments (days)</td>
<td>Smaller is better</td>
<td>Monthly</td>
<td>Not available</td>
<td>108</td>
<td>108</td>
</tr>
<tr>
<td></td>
<td>Number of contacts to the front door</td>
<td>Smaller is better</td>
<td>Monthly</td>
<td>32,752</td>
<td>44,583</td>
<td>38,664</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of referrals from the contact centre</td>
<td>Smaller is better</td>
<td>Monthly</td>
<td>1,067</td>
<td>1,563</td>
<td>1,563</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of care reviews</td>
<td>Bigger is better</td>
<td>Monthly</td>
<td>5,120</td>
<td>5,271</td>
<td>5,271</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Admissions into permanent residential and nursing care (rate per 100,000 population aged 65+)</td>
<td>Smaller is better</td>
<td>Quarterly</td>
<td>380.9</td>
<td>543.2</td>
<td>462.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of service users who have control over their daily life</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>68.4%</td>
<td>67.9%</td>
<td>67.9%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of service users who say that care and support services help them in feeling safe</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>73.9%</td>
<td>85.3%</td>
<td>85.3%</td>
<td></td>
</tr>
<tr>
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<td>2018/19 Performance</td>
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</tr>
<tr>
<td>Percentage people who use services who are satisfied with their care and support</td>
<td>Percentage people who use services who are satisfied with their care and support</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>57.9%</td>
<td>61.5%</td>
<td>61.5%</td>
<td></td>
</tr>
<tr>
<td>Percentage of people who use services who find it easy to find information about support</td>
<td>Percentage of people who use services who find it easy to find information about support</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>58.7%</td>
<td>72.5%</td>
<td>72.5%</td>
<td></td>
</tr>
<tr>
<td>Increase the proportion of active residents</td>
<td>Number of visits to leisure centres</td>
<td>Bigger is better</td>
<td>Monthly</td>
<td>2,614,628</td>
<td>Not applicable³</td>
<td>2,672,820</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Proportion of residents who are active for at least 150 minutes a week</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>64.9%</td>
<td>Not applicable⁴</td>
<td>66.0%</td>
<td></td>
</tr>
<tr>
<td>Reducing the number of days delayed in hospital</td>
<td>Delayed transfers of care - Whole system (rate per 100,000 population)</td>
<td>Smaller is better</td>
<td>Monthly</td>
<td>8.0</td>
<td>9.5</td>
<td>9.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Delayed transfers of care - social care (rate per 100,000 population)</td>
<td>Smaller is better</td>
<td>Monthly</td>
<td>3.9</td>
<td>6.1</td>
<td>6.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Delayed transfers of care – NHS and social care (rate per 100,000 population)</td>
<td>Smaller is better</td>
<td>Monthly</td>
<td>0.3</td>
<td>0.4</td>
<td>0.4</td>
<td></td>
</tr>
<tr>
<td>Reduce childhood obesity</td>
<td>Child excess weight in 4-5 year olds</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>21.4%</td>
<td>20.7%</td>
<td>20.7%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Child excess weight in 10-11 year olds</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>37.8%</td>
<td>38.0%</td>
<td>38.0%</td>
<td></td>
</tr>
</tbody>
</table>

³,⁴ No target applicable for 2018-19 as it is a new indicator for 2019-20
<table>
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<th>2018/19 Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Increase school readiness</td>
<td>Percentage of children achieving a good level of development at the early years foundation stage</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>72.0%</td>
<td>73.3%</td>
<td>73.3%</td>
<td></td>
</tr>
<tr>
<td>Increase the proportion of five-year olds free from tooth decay</td>
<td>Percentage of five-year olds who are free from obvious dental decay</td>
<td>Bigger is better</td>
<td>Every two years</td>
<td>69.3%</td>
<td>62.5%</td>
<td>73.3%</td>
<td></td>
</tr>
<tr>
<td>Reduce alcohol related hospital admission rate</td>
<td>Rate of hospital admissions per 100,000 population for alcohol-related conditions (narrow definition)</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>685</td>
<td>645</td>
<td>645</td>
<td></td>
</tr>
<tr>
<td>Outcome 5: Ealing has an increasing supply of quality and affordable housing</td>
<td>Percentage of total homes delivered that are affordable</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>Not available</td>
<td>50.0%</td>
<td>50.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of affordable homes completed</td>
<td>Bigger is better</td>
<td>Quarterly</td>
<td>1,039</td>
<td>800</td>
<td>585</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of total homes delivered that are genuinely affordable</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>New indicator</td>
<td>Not applicable</td>
<td>33.2%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of genuinely affordable homes completed</td>
<td>Bigger is better</td>
<td>Quarterly</td>
<td>449</td>
<td>654</td>
<td>431</td>
<td></td>
</tr>
<tr>
<td>Reduce placements into temporary accommodation</td>
<td>Number of homelessness applications prevented through early intervention as a percentage of total homeless approaches</td>
<td>Smaller is better</td>
<td>Quarterly</td>
<td>New indicator</td>
<td>Not applicable</td>
<td>29.0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of families in B&amp;B</td>
<td>Smaller is better</td>
<td>Quarterly</td>
<td>New indicator</td>
<td>Not applicable</td>
<td>70</td>
<td></td>
</tr>
</tbody>
</table>

5, 6, 7 No target applicable for 2018-19 as it is a new indicator for 2019-20
8, 9
<table>
<thead>
<tr>
<th>Outcome area</th>
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<th>2018/19 Performance</th>
<th>2018/19 Target</th>
<th>2019/20 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 6: Crime is down and Ealing residents feel safe</strong></td>
<td>Reduce incidents of domestic abuse</td>
<td>Rate of incidents of domestic abuse - violence with injury per 1,000 population</td>
<td>Smaller is better</td>
<td>Quarterly</td>
<td>2.58</td>
<td>2.77</td>
<td>2.55</td>
</tr>
<tr>
<td></td>
<td>Reduce incidents of violence with injury</td>
<td>Rate of incidents of violence with injury per 1,000 population</td>
<td>Smaller is better</td>
<td>Quarterly</td>
<td>8.70</td>
<td>Not applicable</td>
<td>8.70</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rate of incidents of knife crime with injury per 1,000 population</td>
<td>Smaller is better</td>
<td>Quarterly</td>
<td>0.51</td>
<td>Not applicable</td>
<td>0.50</td>
</tr>
<tr>
<td></td>
<td>Improve residents’ perception of safety and reduce concerns about crime and anti-social behaviour</td>
<td>Percentage of people feeling safe in the local neighbourhood after dark</td>
<td>Bigger is better</td>
<td>Every two years</td>
<td>65.0%</td>
<td>74.0%</td>
<td>74.0%</td>
</tr>
<tr>
<td></td>
<td>Reduce drug/alcohol related hospital admissions</td>
<td>Rate of drug/alcohol related ambulance attendances per 1,000 population</td>
<td>Smaller is better</td>
<td>Quarterly</td>
<td>9.89</td>
<td>9.83</td>
<td>9.83</td>
</tr>
<tr>
<td><strong>Outcome 7: The borough has the smallest environmental footprint possible</strong></td>
<td>Increase recycling rate to 60% by 2022</td>
<td>Percentage of household waste sent for reuse, recycling and composting</td>
<td>Bigger is better</td>
<td>Monthly</td>
<td>51.1%</td>
<td>53.0%</td>
<td>53.0%</td>
</tr>
</tbody>
</table>

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8,9 No target applicable for 2018-19 as it is a new indicator for 2019-20

10 Target refers to year 2020/21 as it is a biennial indicator (collected every two years)
<table>
<thead>
<tr>
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<th>2018/19 Target</th>
<th>2019/20 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 8: Ealing is a clean borough and a high-quality place where people want to live</strong></td>
<td>Increase the proportion of residents who walk, cycle and use public transport instead of cars, to improve air quality</td>
<td>Percentage of trips by walking, cycling and public transport</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>61.9%</td>
<td>62.0%</td>
<td>62.5%</td>
</tr>
<tr>
<td></td>
<td>Keeping streets clean of litter, detritus, graffiti and fly posting</td>
<td>Levels of cleanliness (percentage streets free of litter)</td>
<td>Bigger is better</td>
<td>Every 4 months</td>
<td>92.9%</td>
<td>93.0%</td>
<td>93.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Levels of cleanliness (percentage streets free of detritus)</td>
<td>Bigger is better</td>
<td>Every 4 months</td>
<td>91.3%</td>
<td>92.0%</td>
<td>92.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Levels of cleanliness (percentage streets free of graffiti)</td>
<td>Bigger is better</td>
<td>Every 4 months</td>
<td>95.1%</td>
<td>97.0%</td>
<td>97.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Levels of cleanliness (percentage streets free of fly posting)</td>
<td>Bigger is better</td>
<td>Every 4 months</td>
<td>97.0%</td>
<td>98.0%</td>
<td>98.0%</td>
</tr>
<tr>
<td></td>
<td>Improve the quality of the place through increased participation and inward investment</td>
<td>Rank among all London boroughs for number of Green Flag awards received</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>6</td>
<td>8</td>
<td>Top quartile</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of participants attracted to take part in the borough’s cultural offer annually</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>78,582</td>
<td>70,741</td>
<td>85,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of parks and green spaces with an active group carrying out management and maintenance</td>
<td>Bigger is better</td>
<td>Annual</td>
<td>12.2%</td>
<td>15.0%</td>
<td>15.0%</td>
</tr>
<tr>
<td><strong>Outcome 9: Ealing is a strong community that promotes diversity with inequality and</strong></td>
<td>Ensure our development and regeneration work leads to increased employment among all groups of residents</td>
<td>Difference in employment rate of residents from White and ethnic minority groups</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>11.4% points</td>
<td>14.9% points</td>
<td>11.3% points</td>
</tr>
<tr>
<td>Outcome area</td>
<td>Transformation Targets</td>
<td>Performance measures</td>
<td>Polarity</td>
<td>Frequency</td>
<td>2018/19 Performance</td>
<td>2018/19 Target</td>
<td>2019/20 Target</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>-----------</td>
<td>---------------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>discrimination reduced</td>
<td>Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education</td>
<td>Gap between Black Caribbean pupils and all pupils nationally reaching the expected standard in reading, writing and maths at key stage 2</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>11.6% points</td>
<td>13.0% points</td>
<td>11.0% points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and maths at key stage 4</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>14.2% points</td>
<td>14.0% points</td>
<td>13.0% points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in reading, writing and maths at Key Stage 2</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>12.5% points</td>
<td>9.0% points</td>
<td>11.5% points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and maths at key stage 4</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>11.6% points</td>
<td>10.0% points</td>
<td>10.0% points</td>
</tr>
<tr>
<td>Encourage and create more opportunities for volunteering and community participation in local activities</td>
<td>Percentage of adults who have done voluntary work in the last 12 months</td>
<td>Bigger is better</td>
<td>Every two years</td>
<td>17.0%</td>
<td>27.0%</td>
<td>27.0%&lt;sup&gt;11&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of residents who agree that people get on well with those from different backgrounds</td>
<td>Bigger is better</td>
<td>Every two years</td>
<td>86.0%</td>
<td>92.0%</td>
<td>92.0%&lt;sup&gt;12&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of people who report having sufficient social contact</td>
<td>Bigger is better</td>
<td>Every two years</td>
<td>86.0%</td>
<td>72.6%</td>
<td>72.6%&lt;sup&gt;13&lt;/sup&gt;</td>
<td></td>
</tr>
</tbody>
</table>

<sup>11, 12, 13</sup> Target refers to year 2020/21 as it is a biennial indicator (collected every two years)
<table>
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<th>2019/20 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Modern Council</td>
<td>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</td>
<td>Percentage of customers who feel the council is easy to contact</td>
<td>Bigger is better</td>
<td>Every two years</td>
<td>54%</td>
<td>75%</td>
<td>75% 14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of customers who have their issue resolved at the first point of contact</td>
<td>Bigger is better</td>
<td>Every six months</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of customers using digital to access council services</td>
<td>Bigger is better</td>
<td>Every six months</td>
<td>68%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of services, available and easily accessed through digital</td>
<td>Bigger is better</td>
<td>Every six months</td>
<td>60%</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of total council spend within the borough</td>
<td>Bigger is better</td>
<td>Quarterly</td>
<td>21%</td>
<td>Not applicable 15</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of total council spend with small and medium enterprises (SMEs)</td>
<td>Bigger is better</td>
<td>Quarterly</td>
<td>69%</td>
<td>Not applicable 16</td>
<td>65%</td>
</tr>
<tr>
<td>Enable a collaborative, accountable, innovative and trustworthy workforce capable of improving lives for residents</td>
<td>Mean gender pay gap for council employees</td>
<td>Smaller is better</td>
<td>Annual</td>
<td>4.9%</td>
<td>4.2%</td>
<td>TBC</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sickness absence (number of days lost per FTE)</td>
<td>Smaller is better</td>
<td>Monthly</td>
<td>7.33</td>
<td>7.20</td>
<td>7.20</td>
</tr>
</tbody>
</table>

14 Target refers to year 2020/21 as it is a biennial indicator (collected every two years)
15, 16 No target applicable for 2018-19 as it is a new indicator for 2019-20