



**Report for:  
INFORMATION**

**Item Number: 10**

<b>Contains Confidential or Exempt Information</b>	<b>NO</b>
<b>Title</b>	<b>Council Performance Report Quarter 3, 2018/19</b>
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<b>Portfolio(s)</b>	Councillor Bassam Mahfouz (Finance & Leisure)
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	19 March 2019
<b>Implementation Date if Not Called In</b>	N/A – Information only
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Key Indicators, Priorities, Performance, Corporate Plan
<b>Purpose of Report:</b> This report provides a description of performance against a select set of indicators during the third quarter of 2018/19. These performance indicators sit within the Corporate Plan 2018-22 and performance against them demonstrates progress against the Council's priorities.	

## 1. Recommendations

That Cabinet

- i) Notes the contents of the report; and
- ii) Notes the progress made against the Corporate Plan performance indicators during the third quarter of 2018/19 (October – December).

## 2. Reason for Decision and Options Considered

The purpose of this report is to provide a summary of the Council's performance in the third quarter of 2018/19 against key indicators set out in the Corporate Plan for 2018-22.

### 3. Year to date performance as at the end of Quarter 3 2018/19

#### 3.1 Introduction

The Corporate Plan performance framework comprises of 76 performance indicators organised around the nine Future Ealing outcomes prioritised for delivery during the period 2018-22. These outcomes 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

In addition, a set of measures monitors progress under the modern council theme, such as better use of technology, being more efficient and commercial, and embedding new workforce values and behaviours throughout our practices and processes.

This report provides key performance headlines and a summary list of indicators with their year-to-date performance (Appendix 1).

Detailed performance information, including trends and analysis, is available on the Council's website through our public performance dashboard:

[www.ealing.gov.uk/performance](http://www.ealing.gov.uk/performance)

#### 3.2 Year-to-date performance against targets at the end of Quarter 3 2018/19

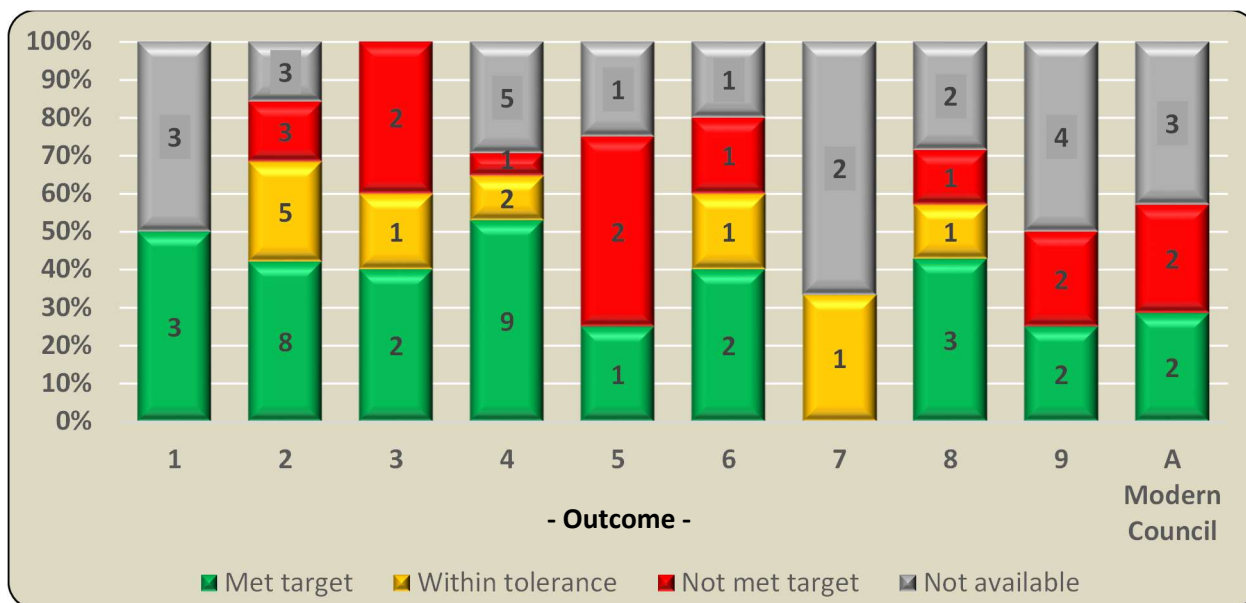
Performance outturns for their respective periods are now available for 52 of the 76 indicators. The remaining 24 indicators are time-lagged, that is their performance becomes available a certain period after the end of the quarter, therefore will be available later. Table 1 summarises the performance at the end of Q3 this year. Over three quarters (77%) of the available indicators have either met their period targets or were within tolerance of the same.

**Table 1: Performance against target – Year to date position as at Quarter 3 2018/19**

Status	Number of PIs	Percent of total PIs	Percent of available PIs
Green – Met target	30	39%	58%
Amber - Within tolerance	10	13%	19%
Red - Not met target	12	16%	23%
Not available	24	32%	-
<b>Total</b>	<b>76</b>	<b>100%</b>	<b>100%</b>

Figure 1 below shows the performance status of all the indicators organised by each of the nine Future Ealing outcomes and the Modern Council theme. Each bar represents 100% of the measures within an outcome, and the actual number of measures that are Red, Amber, Green or Not available are also shown on the bars. For example, out of the six measures in Outcome 1, three (50%) have met their targets (Green) while the other three (50%) have no data available at present (Grey). Note that five measures are common to two of the Future Ealing outcomes; since these measures are included under both outcomes in the chart below, the total number of measures adds up to 81 even though the number of unique indicators is 76.

**Figure 1: Year to Date (YTD) 2018/19 performance status by Future Ealing outcome**



The following sections of the report highlight key areas that have shown good performance during the year so far, as well as those that need improvement in order to meet their targeted performance. The full list of indicators and their performance is included at Appendix 1.

### 3.3 Areas showing good performance

- **First time entrants (FTEs) to the Youth Justice System** – the rate of 10-17 year old FTEs was 154.9 per 100,000 at the end of Quarter 3, well within the targeted level of 247.5 per 100,000.
- **Young people who have re-offended** – at the end of Quarter 2 (most recent data available), 3.6% of young people in Ealing who had committed serious youth violence, had re-offended in the year, which was within the targeted level of 4.0%.
- **Young people not in education employment, or training (NEETs)** – the percentage of 16-17 year olds not in education, employment and training at the end of Quarter 3 was 1.3%, against the target of 1.9%.
- **Residents supported to gain work and achieving accredited qualifications** – this year to date, 487 out of work residents have been supported to gain work, while 947 accredited qualifications have been achieved; this performance is better than the targeted levels for both measures as outlined in Table 2.

**Table 2: Out of work residents supported to gain work and achieve qualifications 2018/19 YTD**

Performance measures	Perf. YTD 2017/18	Target YTD 2018/19	Perf. YTD 2018/19	RAG status YTD 2018/19
Number of out of work residents supported to gain work	439	392	487	Green
Number of accredited qualifications achieved by out of work residents	930	643	947	Green

- **Households in temporary accommodation** – there were 2,244 households living in temporary accommodation at the end of the third quarter, within the targeted level of 2,274 households and a slight improvement upon the Quarter 2 figure of 2,253.
- **London Living Wage (LLW) employers** – four more employers in Ealing registered as a London Living Wage employer in the third quarter of this year, taking the total to 26, thus meeting the targeted level of 26 employers.
- **Admissions into permanent residential and nursing care (aged 65+)** – the rate of admissions at the end of Quarter 3 was 282.2 per 100,000, well below the targeted level of 407.4 per 100,000.
- **Delayed transfers of care (DTOC)** – at the end of Quarter 3, all three delayed transfer of care measures were performing well against their targets and showing an improvement on performance for the corresponding period last year (Table 3).

**Table 3: Delayed transfers of care per 100,000 population, 2018/19 YTD**

Performance measures	Perf. YTD 2017/18	Target YTD 2018/19	Perf. YTD 2018/19	YTD RAG status
Delayed transfers of care - Social care (Rate of delayed beds per 100,000 population)	6.8	4.6	3.3	Green
Delayed transfers of care - NHS & Social care (Rate of delayed beds per 100,000 population)	0.7	0.3	0.2	Green
Delayed transfers of care - Whole system (Rate of delayed beds per 100,000 population)	11.0	7.1	6.7	Green

- **Incidents of domestic abuse** – during Quarter 3, the rate of incidents of domestic abuse (violence with injury) was 2.06 per 1,000 population, within the targeted level of 2.13 per 1,000.
- **Incidents of assault with injury** – the rate of incidents of assault with injury, grievous bodily harm/ wounding and common assault, was 13.14 per 1,000 at the end of Quarter 3, performing within targeted level of 13.17 per 1,000.
- **Delivering the Better Lives programme** – the Better Lives programme aims to transform the delivery of adult social care services and achieve better outcomes for residents. Year-to-date performance of the indicators in this set is shown in the table

below (Table 4). Only the number of care reviews failed to achieve its year to date target, with 2,811 reviews completed against a target of 3,839. While the lower than targeted level of review activity reflects the resource pressures in some areas of the service, there are still a number of reviews which haven't yet been included in the year to date total and are subject to ratification. Once records have been fully updated and the reviews ratified, performance should show an improvement.

**Table 4: Better Lives performance 2018/19 YTD**

Performance measures	Target YTD 2018/19	Perf. YTD 2018/19	YTD RAG status
Average waiting time for assessments (days)	108	86	Green
Number of contacts to the front door	33,843	24,464	Green
Number of referrals from the contact centre	1,202	824	Green
Number of care reviews	3,839	2,811	Red

- **Green Flag awards** – Ealing was ranked sixth amongst London boroughs for the number of Green Flag awards received for well managed parks and green spaces in the borough, exceeding the targeted rank of eighth.
- **Street cleanliness** – the four street cleanliness measures are assessed through three tranches of surveys carried out every year. Results from the second tranche in 2018/19, outlined in Table 5, show that two of the four measures performed better than their targets. The second two measures are included in section 3.4.

**Table 5: Street Cleanliness performance 2018/19 YTD**

Performance measures	Perf Tranche 2 2017/18	Target Tranche 2 2018/19	Perf Tranche 2 2018/19	RAG Tranche 2 2018/19
Percent of streets free from litter	92.8%	93.0%	93.7%	Green
Percent of streets free from detritus	96.1%	92.0%	93.9%	Green

### 3.4 Areas for improvement

- **Number of Looked After Children (LAC) and the Rate of LAC per 10,000 children** – at the end of Quarter 3 there were 361 (44.1 per 10,000) children who were being looked after by the Council, greater than the targeted figure of 299 (36.6 per 10,000) and an increase on the 338 children (41.3 per 10,000) being looked after at the end of Quarter 2.

The number of Unaccompanied Asylum-seeking Children (UASC) has been a contributing factor to the overall rise in the looked after children number in Ealing over the last quarter, with 42 UASC starting to be looked after in Quarter 3 compared with 25 in the previous quarter.

Despite performance remaining poor against the set targets this quarter, performance remains strong compared with the London (49.0 per 100,000) and England (64.0 per 100,000) averages from year-end 2017/18.

- **Genuinely affordable homes** – the number of genuinely affordable homes at council, social and London Living rents completed in the borough by the end of Quarter 3 was 130, against the targeted outturn of 145 homes. The balance of these homes has slipped into the final quarter of the year. At this point a total of 611 houses at council, social and London living rents are forecast to be completed by year-end 2018/19, against a target of 654 units. The nature of housing development means that both housing starts and completions can move in and out of financial years.

The Council's new build programme is on track delivering 98 homes as at Q3 and a total of 115 by year-end. The slippage is the portion of new supply coming from housing associations, where a number of schemes have been slower to start than anticipated. Officers regularly liaise with housing associations working in the borough to ensure that completions and start on sites are tracked and recorded in a timely manner. Over half of the genuinely affordable homes are to be delivered by housing associations who have been more exposed to wider market conditions, resulting in delays to some completions of genuinely affordable homes.

It should be noted that some shared ownership homes may also be included in the genuinely affordable housing delivery figure, where those homes are at a lower price point. We are forecast to have delivered 243 such homes by the end of this financial year, thus providing a total of 854 homes being built.

- **Repeat victims of anti-social behaviour** – at the end of Quarter 3 the rate of repeat victims of anti-social behaviour was 0.88 per 1,000. Though this is greater than the targeted year to date level of 0.81 per 1,000, it represents the maintenance of performance at the same level as at the end of Quarter 2.
- **Household waste sent for reuse, recycling and composting** – at the end of Quarter 3 this year, 51.4% of the Ealing's waste was sent for reuse, recycling and composting; missing the year to date target (53.0%), but within tolerance.

Whilst slightly more material was collected for recycling from the kerbside in Quarter 3 this year (20,533 tonnes) than in the same quarter last year (20,387 tonnes), increased contamination levels meant that a larger than anticipated proportion of this had to be sent for disposal. Responsibility for the removal of contamination before the material for recycling is sent for further reprocessing falls to the contractor. The Council will therefore be more closely monitoring this process at Greenford Depot for the remainder of the financial year.

By way of comparison, Quarter 2 LAPS benchmarking data compiled by London Councils shows that the London average recycling rate was 33.8% (based on data supplied by 13 boroughs), which would suggest that Ealing is performing strongly when compared with other boroughs.

- **Street cleanliness** – the four street cleanliness measures are assessed through three tranches of surveys carried out every year. Results from the second tranche in 2018/19, outlined in Table 6, show that one measure (percent of streets free from

graffiti) performed within tolerance, while another (percent of streets free of fly posting) fell short of its target.

**Table 6: Street Cleanliness performance 2018/19 YTD**

Performance measures	Perf Tranche 2 2017/18	Target Tranche 2 2018/19	Perf Tranche 2 2018/19	RAG Tranche 2 2018/19
Percent of streets free from graffiti	96.3%	97.0%	96.5%	Amber
Percent of streets free of fly posting	95.2%	98.0%	96.6%	Red

#### 4. Financial

The Council maintained a strong financial position, reporting a forecast general fund revenue outturn position for 2018/19 at the end of period 8 of £245.020m (£246.683m at period 6). This represents a forecast net overspend of £0.959m (0.39%) (£2.622m and 1.07% at period 6) against a General Fund revenue budget of £244.061m.

It achieved this by delivering £8.122m of savings, use of corporate budgets and reserves, in year mitigations and through monthly monitoring of its financial budgets.

There are no direct financial implications arising from this report. Where appropriate, improvement actions to any indicators performing below target will be delivered within existing budgets.

#### 5. Legal

There are no direct legal implications as part of this report.

#### 6. Value for Money

Having clear objectives and measurable targets assists the Council to ensure that all activity is focused on delivery, makes managers accountable for that delivery and increases effectiveness.

#### 7. Sustainability Impact Appraisal

None.

#### 8. Risk Management

There is a clear link between managing performance and risk management. Performance indicators are used to regularly monitor the performance of services – this information is used to highlight trends in performance and enable the early identification of any potential issues. Through this regular monitoring of information by both members and senior officers, informed decisions can be made regarding any mitigating actions that need to be taken.

#### 9. Community Safety

There are no direct community safety implications as part of this report.

## 10. Links to the 3 Key Priorities for the Borough

Performance measures in the framework contribute to all three key priorities for the borough.

## 11. Equalities, Human Rights and Community Cohesion

None.

## 12. Staffing/Workforce and Accommodation implications:

None.

## 13. Property and Assets

None.

## 14. Any other implications:

None.

## 15. Consultation

None. This report is for information only.

## 16. Timetable for Implementation

Implementation is dependent on specific action plans for improving performance in key areas.

## 17. Appendices

Appendix 1: Complete list of indicators and year to date performance at the end of Q3 2018/19

## 18. Background Information

- Ealing Corporate Plan 2018-2022

### Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
<b>Internal</b>				
Stephen Meah-Sims	Head of Strategy and Performance	12/02/2019		



Kieran Read	Director of Strategy and Engagement	12/02/2019	20/02/2019	Section 3
Brian Khumalo	Senior Finance Business Advisor	14/02/2019	21/02/2019	Section 4
Corporate Board		21/02/2019	27/02/2019	
Councillor Mahfouz	Cabinet Member for Finance and Leisure	22/02/2019	26/02/2019	
<b>External</b>				

### **Report History**

<b>Decision type:</b>	<b>Urgency item?</b>
For information	
<b>Report no.:</b>	<b>Report authors and contact for queries:</b>
	Rajiv Ahlawat – extn 6380 Rowena Steward – extn 8983

## Appendix 1: Complete list of indicators and year to date performance at the end of Q3 2018/19

The table below lists all the 76 performance indicators under the nine Future Ealing outcomes and the Modern Council theme. It also shows their year-to-date (YTD) performance against the YTD targets, as well as performance status in terms of being Red, Amber or Green (RAG). The column titled 'Period' shows which period the performance relates to, as performance for some of the annual measures has already become available (e.g. the educational attainment indicators).

**Table 1.1: Year to date (YTD) Performance scorecard for Quarter 3 2018/19**

Performance measures	Scale	Period	YTD Performance	YTD Target	YTD RAG status
<b>Outcome 1: A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes</b>					
Number of new homes delivered	Bigger is better	Annual	Not available	1297	Not available
New employment/ commercial floorspace	Bigger is better	Annual	Not available	25,000 sq.m	Not available
Number of out of work residents supported to gain work	Bigger is better	Quarter 3	487	392	Green
Number of accredited qualifications achieved by out of work residents	Bigger is better	Quarter 3	947	643	Green
Number of apprenticeship vacancies generated	Bigger is better	Annual	Not available	187	Not available
Number of registered London Living Wage employers	Bigger is better	Quarter 3	26	26	Green
<b>Outcome 2: Children and young people fulfil their potential</b>					
Percentage of children achieving a good level of development at the Early Years Foundation Stage	Bigger is better	Annual	72.0%	73.3%	Amber
Percentage of pupils reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	Annual	67.8%	67.0%	Green
Percentage of pupils receiving a standard pass in English and Maths at Key Stage 4	Bigger is better	Annual	69.4%	71.5%	Amber
Progress 8 (Progress across 8 qualifications)	Bigger is better	Annual	0.53	0.31	Green
Percentage of students achieving level 3 by 19	Bigger is better	Annual	70.1%	70.0%	Green
Percentage of Ealing schools rated good or outstanding - primary	Bigger is better	Quarter 3	88.2%	89.7%	Amber
Percentage of Ealing schools rated good or outstanding - secondary	Bigger is better	Quarter 3	92.9%	93.3%	Amber
Percentage of Ealing schools rated good or outstanding - Special	Bigger is better	Quarter 3	100.0%	100.0%	Green
Percentage of pupils with special educational needs (SEN) reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Bigger is better	Annual	23.9%	25.0%	Red

Performance measures	Scale	Period	YTD Performance	YTD Target	YTD RAG status
Percentage of pupils with special educational needs (SEN) receiving a standard pass in English and Maths at Key Stage 4	Bigger is better	Annual	34.9%	32.0%	Green
Percentage of students with special educational needs (SEN) achieving level 3 by 19	Bigger is better	Annual	46.7%	47.5%	Amber
Gap between Black Caribbean pupils and all pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Smaller is better	Annual	11.6% points	13.0% points	Green
Gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at Key Stage 4	Smaller is better	Annual	13.9% points	14.0% points	Green
Gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Smaller is better	Annual	12.5% points	9.0% points	Red
Gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at Key Stage 4	Smaller is better	Annual	11.4% points	10.0% points	Red
Percentage of 16-17 year olds not in education, employment or training	Smaller is better	Quarter 3	1.3%	1.9%	Green
Proportion of schools compliant with statutory obligations relating to securing independent and impartial information, advice and guidance from qualified professionals	Bigger is better	Annual	Not available	90.0%	Not available
Proportion of state funded secondary schools that are 50% compliant with Gatsby Standards	Bigger is better	Annual	Not available	50.0%	Not available
Proportion of state funded secondary schools that are 75% compliant with Gatsby Standards	Bigger is better	Annual	Not available	35.0%	Not available
<b>Outcome 3: Children and young people grow up safe from harm</b>					
Rate of looked after children per 10,000 population aged 0-17	Smaller is better	Quarter 3	44.1	36.6	Red
Number of looked after children	Smaller is better	Quarter 3	361	299	Red
First time entrants to the Youth Justice System aged 10-17 (Rate per 100,000 10-17 population)	Smaller is better	Quarter 3	154.9	247.5	Green
Percentage of young people who have committed serious youth violence, who have re-offended in the year	Smaller is better	Quarter 2	3.6%	4.0%	Green
Percentage of young offenders engaged in suitable education, training or employment	Bigger is better	Quarter 3	80.3%	83.5%	Amber

Performance measures	Scale	Period	YTD Performance	YTD Target	YTD RAG status
<b>Outcome 4: Residents are physically and mentally healthy, active and independent</b>					
Average waiting time for assessments (days)	Smaller is better	Quarter 3	86	108	Green
Number of contacts to the front door	Smaller is better	Quarter 3	24,464	33,843	Green
Number of referrals from the contact centre	Smaller is better	Quarter 3	824	1202	Green
Number of care reviews	Bigger is better	Quarter 3	2,811	3,839	Red
Admissions into permanent residential and nursing care (Rate per 100,000 population aged 65+)	Smaller is better	Quarter 3	282.2	407.4	Green
Percentage of service users who have control over their daily life	Bigger is better	Annual	Not available	67.9%	Not available
Percentage of service users who say that care and support services help them in feeling safe	Bigger is better	Annual	Not available	85.3%	Not available
Percentage people who use services who are satisfied with their care and support	Bigger is better	Annual	Not available	61.5%	Not available
Percentage of people who use services who find it easy to find information about support	Bigger is better	Annual	Not available	72.5%	Not available
Delayed transfers of care - Whole system (Rate per 100,000 population)	Smaller is better	Quarter 3	6.7	7.1	Green
Delayed transfers of care - Social care (Rate per 100,000 population)	Smaller is better	Quarter 3	3.3	4.6	Green
Delayed transfers of care - NHS & Social care (Rate per 100,000 population)	Smaller is better	Quarter 3	0.2	0.3	Green
Child excess weight in 4-5 year olds	Smaller is better	Annual	21.4%	20.7%	Amber
Child excess weight in 10-11 year olds	Smaller is better	Annual	37.8%	38.0%	Green
Percentage of children achieving a good level of development at the Early Years Foundation Stage	Bigger is better	Annual	72.0%	73.3%	Amber
Percentage of 5-year olds who are free from obvious dental decay	Bigger is better	Biennial	69.3%	62.5%	Green
Rate of hospital admissions per 100,000 population for alcohol-related conditions (Narrow definition)	Smaller is better	Annual	Not available	645.0	Not available
<b>Outcome 5: Ealing has an increasing supply of quality and affordable housing</b>					
Percentage of total homes delivered that are genuinely affordable	Bigger is better	Annual	Not available	50%	Not available
Genuinely affordable homes at council, social and London Living rents	Bigger is better	Quarter 3	130	145	Red

Performance measures	Scale	Period	YTD Performance	YTD Target	YTD RAG status
Percentage of homelessness approaches resulting in placements into temporary accommodation	Smaller is better	Quarter 2	16.5%	13.5%	Red
Number of households in temporary accommodation	Smaller is better	Quarter 3	2,244	2,274	Green
<b>Outcome 6: Crime is down and Ealing residents feel safe</b>					
Rate of repeat victims of anti-social behaviour per 1,000 population	Smaller is better	Quarter 3	0.88	0.81	Red
Rate of incidents of domestic abuse - Violence with injury per 1,000 population	Smaller is better	Quarter 3	2.06	2.13	Green
Rate of incidents of assault with injury, grievous bodily harm/ wounding and common assault per 1,000 population	Smaller is better	Quarter 3	13.14	13.17	Green
Percentage of people feeling safe in the local neighbourhood after dark	Bigger is better	Biennial	Not available	74.0%	Not available
Rate of drug/ alcohol related ambulance attendances per 1,000 population	Smaller is better	Quarter 3	7.78	7.59	Amber
<b>Outcome 7: The borough has the smallest environmental footprint possible</b>					
Percentage of household waste sent for reuse, recycling and composting	Bigger is better	Quarter 3	51.4%	53.0%	Amber
Percentage of trips by walking, cycling and public transport	Bigger is better	Annual	Not available	62%	Not available
Inward investment secured in walking, cycling and public transport	Bigger is better	Annual	Not available	£3.209m	Not available
<b>Outcome 8: Ealing is a clean borough and a high quality place where people want to live</b>					
Street cleanliness (Percentage streets free of litter)	Smaller is better	Tranche 2	93.7%	93.0%	Green
Street cleanliness (Percentage streets free of detritus)	Smaller is better	Tranche 2	93.9%	92.0%	Green
Street cleanliness (Percentage streets free of graffiti)	Smaller is better	Tranche 2	96.5%	97.0%	Amber
Street cleanliness (Percentage streets free of fly posting)	Smaller is better	Tranche 2	96.6%	98.0%	Red
Rank among all London boroughs for number of Green Flag awards received	Smaller is better	Annual	6	8	Green
Number of participants attracted to take part in the borough's cultural offer annually	Bigger is better	Annual	Not available	Not available	Not available
Percentage of parks and green spaces with an active group carrying out management and maintenance	Bigger is better	Annual	Not available	15.0%	Not available

Performance measures	Scale	Period	YTD Performance	YTD Target	YTD RAG status
<b>Outcome 9: Ealing is a strong community that promotes diversity with inequality and discrimination reduced</b>					
Difference in employment rate of residents from White and ethnic minority groups	Smaller is better	Annual	Not available	14.9	Not available
Gap between Black Caribbean pupils and all pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Smaller is better	Annual	11.6	13.0	Green
Gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at Key Stage 4	Smaller is better	Annual	13.9	14.0	Green
Gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2	Smaller is better	Annual	12.5	9.0	Red
Gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at Key Stage 4	Smaller is better	Annual	11.4	10.0	Red
Percentage of adults who have done voluntary work in the last 12 months	Bigger is better	Biennial	Not available	27.0%	Not available
Percentage of residents who agree that people get on well with those from different backgrounds	Bigger is better	Biennial	Not available	92.0%	Not available
Percentage of people who report having sufficient social contact	Bigger is better	Annual	Not available	72.6%	Not available
<b>A Modern Council</b>					
Percentage of customers who feel the council is easy to contact	Bigger is better	Every six months	Not available	75.0%	Not available
Percentage of customers who have their issue resolved at the first point of contact	Bigger is better	Every six months	80.0%	80.0%	Green
Percentage of customers completing their current/started transaction	Bigger is better	Every six months	Not available	Not available	Not available
Percentage of customers using digital to access council services	Bigger is better	Every six months	64.0%	75.0%	Red
Percentage of services available and easily accessed through digital	Bigger is better	Quarter 3	60.0%	65.0%	Red
Mean gender pay gap for council employees	Smaller is better	Annual	Not available	4.2% points	Not available
Sickness absence (Number of days lost per FTE)	Smaller is better	Quarter 3	7.2	7.2	Green