

CORPORATE DELIVERY PLAN REFRESH - NOV 2020 (SIMPLIFIED VIEW)					
Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref001	1: Our measures of success will be the health, happiness and wellbeing of our residents	Establish a new Outcomes Framework for Newham with the new focus on Towards a Better Newham and our new priorities	Dec-20	Jessica Crowe	Clr Terence Paul
Ref003	1: Our measures of success will be the health, happiness and wellbeing of our residents	Continue current work on council-wide Outcome Measures linked to the Corporate Plan, aligning this with the Pillar 1 objective	Dec-20	Jessica Crowe	Clr Terence Paul
Ref004	1: Our measures of success will be the health, happiness and wellbeing of our residents	Use the qualitative community research planned for autumn 2020 as an opportunity to test – and then finalise – definitions of happiness, prosperity and health for Newham citizens	Dec-20	Jessica Crowe	Clr Terence Paul
Ref005	1: Our measures of success will be the health, happiness and wellbeing of our residents	Continue work taking place under the Social Integration Strategy to understand wellbeing evidence being collected by private and civil society sector partners. Review scope to develop a borough-wide evidence partnership to share, collate, and disseminate information.	Dec-20	Jessica Crowe	Clr Terence Paul
Ref006	1: Our measures of success will be the health, happiness and wellbeing of our residents	Collate and review existing information and evidence from across the council to establish 'what we already know' regarding the happiness, health and wellbeing of Newham residents, and where the key gaps in knowledge exist.	Dec-20	Jessica Crowe	Clr Terence Paul
Ref007	1: Our measures of success will be the health, happiness and wellbeing of our residents	Build on the early work of the 50 steps strategy to develop a clear health outcomes framework to measure the success of our strategy and new approach	Dec-20	Jessica Crowe	Clr Terence Paul
Ref008	1: Our measures of success will be the health, happiness and wellbeing of our residents	Explore the potential for research partnerships with leading universities building on established relationships such as those with UCL (Institute for Global Prosperity) and Bath.	Dec-20	Jessica Crowe	Clr Terence Paul
Ref009	1: Our measures of success will be the health, happiness and wellbeing of our residents	Build early relationships with the What Works Centre for wellbeing to provide specialist expertise on wellbeing measurement approaches. Explore potential to work with the GLA and LOTI to 'pilot' these approaches for London.	Dec-20	Jessica Crowe	Clr Terence Paul
Ref010	1: Our measures of success will be the health, happiness and wellbeing of our residents	Establish revised 'architecture' for evidence collection – covering the technical approaches and processes to collect and collate information on the happiness, prosperity and health of Newham residents – balancing 'top down' and 'bottom up' information sources	Dec-20	Jessica Crowe	Clr Terence Paul
Ref011	1: Our measures of success will be the health, happiness and wellbeing of our residents	In doing so, work to embed a Citizen Science/ethnographical approach within the change and insight team, which ensures research is embedded in local communities from the outset.	Dec-20	Jessica Crowe	Clr Terence Paul

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Ref012	1: Our measures of success will be the health, happiness and wellbeing of our residents	Explore opportunities to deliver a public-facing wellbeing report for communities and democratise access to data and information. At the very least, an annual report disseminated in different ways across different communities will help to ensure continued buy-in.	Mar-21	Jessica Crowe	Cllr Terence Paul
Ref013	1: Our measures of success will be the health, happiness and wellbeing of our residents	As information collection progresses, scope the feasibility of (and if relevant take forward) outcomes-focused budgeting approaches.	Mar-21	Jessica Crowe	Cllr Terence Paul
Ref014	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Establish a partnership and place-Based problem solving approach to Crime and anti-social behaviour in Newham with key partners	Mar 22	Jamie Blake	Cllr James Beckles
Ref015	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Scope and undertake an initiative better understand and establish insight about the criminal economy in Newham with key partners	Mar 21	Jamie Blake	Cllr James Beckles
Ref016	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Secure a measurable improvement in tackling crime and improving community safety in Newham	Mar 22	Jamie Blake	Cllr James Beckles
Ref017	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Implement with partners and children a programme to improve air quality around schools, including delivery of the Healthy School Streets programme, which involves a series of interventions outside schools to improve air quality, and encourage more families to make journeys to school on foot or by bicycle.	Mar 22	Jamie Blake	Cllr James Asser
Ref019	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Offer families the right kind of help as early as possible, so that children can thrive, with a reduction in the number of young people being excluded from schools or exploited, while improving their well-being and ability to cope.	Mar 21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz
Ref020	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Promote and increase take up of free early education, especially amongst families struggling to manage.	Mar 21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz
Ref021	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Increase the take up of primary care support and advice on matters such as immunisation, breast feeding, dental health, healthy diet and physical health that enhance children and young people's physical development.	Mar 21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz
Ref022	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Put in place an early notification process for children aged 0-5 with emerging and identified needs, so that we can offer better personalised support to children and families in need.	Mar 21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz
Ref023	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Reduce exploitation, harm and vulnerability through a 'whole borough' response to youth safety, in conjunction with our partner organisations.	Mar 21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz

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Ref024	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop and implement a new Early Help Strategy and Operating Model (Re-imagining Early Help)	01-Apr	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz
Ref025	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop a programme of activity and interventions to disrupt Gang Activity in Newham (Gang Activity Disruption Programme) including supporting those young people exploited under the age of 25.	Apr 21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz
Ref026	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Continued delivery of the OFSTED CYP Service and Social Care Improvement Programme	Aug 22	Tim Aldridge	Clr Sarah Ruiz
Ref027	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop and Implement a Children's Social Care Workforce Development Strategy	Mar 22	Tim Aldridge	Clr Sarah Ruiz
Ref028	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop and implement a LAC Sufficiency Plan for Newham	Mar 21	Tim Aldridge	Clr Sarah Ruiz
Ref029	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Ensure the Pupil Referral Unit has been reviewed and that there is sufficient support to support this cohort of children and young people	Jul 21	Tim Aldridge	Clr Zulfiqar Ali
Ref030	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Strengthen the Education Partnership (and support sector-led improvement) through Newham Learning and develop a strategic vision for education in Newham	Sep 21	Tim Aldridge	Clr Zulfiqar Ali
Ref033	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Encourage more children and young people to become health champions - active promoters of health in the community.	Mar 21	Colin Ansell	Clr Sarah Ruiz
Ref034	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop a refreshed SEND strategy and improvement plan for SEND. Review (and improve) the quality and timeliness of new Education Health and Care Plans for those children and young people who need them within the 20-week timescale standard.	May 21	Tim Aldridge	Clr Sarah Ruiz
Ref036	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Work with all our schools to implement a Healthy Schools Programme, which includes emotional wellbeing, physical health and resilience.	Mar 22	Tim Aldridge	Clr Zulfiqar Ali
Ref037	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Improve the outcomes of children in care and young people who have been in care by developing the Corporate Parenting Board, so that all council departments work together effectively on issues such as health, educational attainment, training and employment, and the transition to adulthood.	Mar 21	Tim Aldridge	Clr Sarah Ruiz
Ref038	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop a care leavers' hub to provide accessible services focussed on their health, happiness, success and life chances, both on site and remotely.	Mar 22	Tim Aldridge	Clr Sarah Ruiz

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Ref039	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Connect with Pan London and sub-regional opportunities for collaboration and resources to benefit the safety of children and young people.	Sep 21	Tim Aldridge	Clr Sarah Ruiz
Ref040	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop a new Adolescent Exploitation Strategy for Newham	Oct 20	Tim Aldridge	Clr Zulfiqar Ali
Ref042	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Involve young people and the community in improving youth safety, including reducing the number of young people who are first time entrants to the criminal justice system	Mar-22	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz
Ref043	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop a new Corporate Parenting Strategy for Newham	Mar 21	Tim Aldridge	Clr Sarah Ruiz
Ref044	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	10.2 Support for 16-25-year olds where employment opportunities may be reduced.	On-going	Dave Hughes	Mayor Rokhsana Fiaz
Ref045	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Support young people to succeed in apprenticeships, employment, training and other opportunities, by ensuring that the council's employment service prioritises supporting young people - including care leavers - into apprenticeships	Mar 21	Dave Hughes	Clr Shaban Mohammed
Ref046	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Refresh the way we provide employability and skills support to 14-19 year-olds, as part of our Community Wealth Building Strategy.	Mar 21	Dave Hughes	Clr Shaban Mohammed
Ref048	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Ensure that there is sufficient high quality and well-regulated support and accommodation commissioned and allocated to children in care and care leavers.	Mar 22	Dave Hughes	Clr Shaban Mohammed
Ref050	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Youth Empowerment Service (YES) of 40 youth workers; in Dec 2019 a YSB report recommended young people are supported with pathways to education and training, particularly those most at risk from violence	Dec-20	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Clr Sarah Ruiz
Ref051	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Newham Workplace directing residents to employment and other opportunities in the borough – to be redesigned/relaunched with specific focus upon connecting with the under-25s	Apr-21	Dave Hughes and Geeta Subramaniam Mooney	Mayor Rokhsana Fiaz and Clr Sarah Ruiz
Ref052	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Establish and launch a flagship Youth Zone in Stratford focusing on arts and culture	Mar-21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Clr Sarah Ruiz
Ref053	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop and implement a Youth Empowerment Fund (YEF) with outcomes driven by young people	Nov-20	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Clr Sarah Ruiz

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Ref054	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	500k available over 5-6 years (with intention to secure the fund in perpetuity) to support young people from disadvantaged families with education, training, and other needs	Nov-20	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref055	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	YEF can assist people on 'pathways' programme with costs associated with books, travel to work, work attire, etc.	Nov-20	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref056	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Royal Docks Pilot Internship Programme of support for all residents (but young people specifically) through employment within Royal Docks employers	Mar-21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref057	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Linking with Pillar 1, developing outcomes/measures of success based on long-term security and skills growth of young people (via learning partner, to be appointed late October)	Dec-20	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref058	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Youth Empowerment Team 'digital map' as an interactive directory for youth services/social prescribing/amenities/opportunities throughout the borough	Mar-21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref059	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Potential to offer map/social media management as one of the Kickstart roles	Mar-21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref060	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Citizen Youth Assembly to discuss covid-19 impact and recovery, provide positive communication with the council, and ensure services which impact CYP are informed by them	Mar-21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref061	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop and establish Youth Befriending Service for Newham	Jun-21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref062	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Supporting VCS to deliver outreach programmes and improve digital services linked to Young People	Dec-20	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref063	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Increase digital access for CYP experiencing digital poverty	Dec-20	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref064	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Increase CYP access to therapeutic conversations through partnerships/collaboration	Mar-21	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref065	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Make emotional wellbeing support available in schools – addressing mental health training needs and providing support teams (via Wellbeing for Education Return Grant/Anna Freud programme)	Mar-21	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz

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Ref066	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Training frontline staff in schools, community organisations etc to identify and signpost CYP at risk	Mar-21	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref067	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Use "Your Time" to provide emotional wellbeing support to vulnerable CYP	Mar-21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref068	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Deliver Mental Health & Wellbeing survey through Youth Participation	Dec-20	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref069	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop Youth Health Champions (linked to Pillar 4)	Dec-20	Colin Ansell	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref070	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Implement Chat Health to improve virtual conversations with CYP	Dec-20	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref071	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Develop the Be Active physical activity offer	Ongoing	Colin Ansell	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref072	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Education sessions for families and frontline workers on healthy eating and nutrition	Jun-21	Colin Ansell	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref073	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Kickstart: central government funding scheme to help organisations create 6-month job placements for young people on Universal Credit or at risk of long-term unemployment	Dec-20	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref074	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	The council could apply for funding to support 'pathways' programme below, specifically the Internships and Intermediate Labour Market element	Dec-20	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref075	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Training and education such as through FE/HE, focusing on green, creative, or tech skills (linking to Pillar 6), Citizen Science project (linking to Pillar 1), construction/trades skills, etc.	Mar-21	Tim Aldridge, Geeta Subramaniam-Mooney and Dave Hughes	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref076	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Volunteering with local organisations, particularly for asylum seekers who are unable to work but keen to contribute	Mar-21	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref077	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Intermediate Labour Market using council's insourced landscaping/maintenance team (and broader opportunities), and potentially expanding to other departments	Mar-21	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz

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Ref078	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Business support with free start-up space and mentoring for young entrepreneurs (space within local workspaces, council assets; mentoring from local business people)	Mar-21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref079	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Internships with anchor institutions, council, council-adjacent organisations (LLDC, Populo, Royal Docks team), and major local employers (ExCeL, London City Airport)	Mar-21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref080	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Source community mentors (e.g. from senior council staff, local businesses, third sector organisations) from a range of industries and backgrounds to provide support to and help identify future opportunities for young people going through Kickstart/pathways and other council programmes. This will be particularly important for certain groups of young people (e.g. care leavers, prison leavers).	Dec-20	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref081	2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	Linking with Pillar 8, scope and develop new Good Growth Fund focussed specifically on the needs of young people	Dec-20	Tim Aldridge and Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz and Cllr Sarah Ruiz
Ref082	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Improving and transform the organisation's approach to managing debt and collections in line with our overall principle of community wealth building and ensuring the organisation remains financially robust and resilient	Oct 20	Conrad Hall	Cllr Terence Paul
Ref083	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Review Economic Development, employment and debt support	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz
Ref086	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Establish pathways to high quality apprenticeships and internships to ensure residents are well placed to secure and succeed in them.	Mar 21	Dave Hughes	Mayor Rokhsana Fiaz
Ref089	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Develop and Implement a 'Temporary Accommodation and Housing Acquisitions Strategy'	Mar 21	Dave Hughes	Cllr Shaban Mohammed
Ref090	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Increase the council's service capacity to re-engage with homeless households in temporary accommodation, to support them in identifying suitable resettlement options.	Mar 21	Dave Hughes	Cllr Shaban Mohammed
Ref091	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Rebrand the Economic Regen Service Group (including Workplace and Moneyworks).	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref092	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Extract and scale non-employment outcomes to include Health and Wellbeing measures	Apr-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref093	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	SAME AS REF 091: Broaden the offer accommodating Money Works and other relevant elements of council delivery	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref094	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Refocus on the needs of key residents through better evidence - needs clarification	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz

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Ref096	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Workplace to incorporate delivery of Pillar 2 16-25 year olds	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz
Ref098	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Accommodate new skills/ internship/apprenticeship offer	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref099	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Continued work with health partners to ensure that we support our workforces to work safely and securely, and to minimise the disproportionate impact on vulnerable communities within the workforce	Ongoing	Colin Ansell and Dave Hughes	Mayor Rokhsana Fiaz
Ref100	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Royal Docks paid internship pilot (linking to Pillar 2)	Dec-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref101	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Establish the Employment Rights Hub, with significant promotion of the service with ongoing engagement	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz
Ref102	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Recruit Employment Rights Officers	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz
Ref103	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Campaigning on Modern Slavery	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz
Ref104	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Adopt London Living Wage policy across the council and its supply chain	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz
Ref106	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Provide additional resource and refreshed online offer to deal with initial impact of the end of the job retention scheme	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz
Ref107	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Work with TUC and unions active in the borough to promote routes to organising for local employees	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz
Ref108	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Raise awareness of unions amongst young people in the borough	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz
Ref109	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Develop a local presence on borough high streets - Covid dependent	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref110	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Improve links to Civic Society and voluntary sector to support health and wellbeing outcomes.	Jun-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref111	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Refresh economic benefit clauses to reflect Community Wealth Building and Covid strategy.	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref112	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Scope potential models for cooperative modes to support potentially marginalised groups	Jun-21	Dave Hughes	Mayor Rokhsana Fiaz

CORPORATE DELIVERY PLAN REFRESH - NOV 2020 (SIMPLIFIED VIEW)					
Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref113	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Undertake research to understand the scale and nature of the borough's gig economy	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref114	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Establish Healthy Workplace Accreditation as part of the Business Pledge	Jun-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref115	3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	Use Kickstart as the basis of forming new types of service delivery specifically focussed upon the needs of young people and particularly those from non-white British ethnic groups	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref116	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Supporting underlying health conditions and health promotion. Ensure all our residents who have underlying health conditions are well supported through proactive management and that we reach out with effective and culturally appropriate models of help to support our residents around prevention	Ongoing	Colin Ansell	Mayor Rokhsana Fiaz
Ref117	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Locally effective test, track and trace: Ensure the test, track and trace works effectively for Newham's population	Ongoing	Colin Ansell	Mayor Rokhsana Fiaz
Ref118	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Maintain and enhance the family nurse partnership for young mothers.	Apr 21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz
Ref119	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Develop and implement a new strategic approach to working with the VCS	May 21	Jessica Crowe	Clr Charlene Maclean
Ref120	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	As part of our approach to Community Wealth Building, implement the Well Newham programme, with a focus on: - ensuring that we support our residents to be healthy, both mentally and physically - enabling residents to access local services in a coordinated way - developing an active network of health champions.	Mar 21	Colin Ansell	Clr Zulfiqar Ali
Ref121	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Develop 2022-2025 Homelessness and Roughsleeping Strategy	Mar-22	Dave Hughes	Clr Shaban Mohammed
Ref122	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Support residents of all ages to navigate the mental and physical health complexities around covid-19 – as well as safeguarding implications in multi-generational homes	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref123	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Reduce health inequalities among BAME populations	Ongoing	Colin Ansell	Clr Zulfiqar Ali

CORPORATE DELIVERY PLAN REFRESH - NOV 2020 (SIMPLIFIED VIEW)					
Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref124	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Firmly establish Well Newham to address wider social, economic, and environmental determinants of health and deliver social prescribing	Mar-21	Colin Ansell	Clr Zulfiqar Ali
Ref125	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Improve wellbeing through access to affordable healthy food and opportunities for physical activity	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref126	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	It is anticipated that Newham residents will be engaged and encouraged to co-deliver the 50 steps where possible.	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref127	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Build on the capability and abilities of our residents and communities to manage their condition better	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref128	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Build on family, local community and voluntary support networks	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref129	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Explore short term interventions and new service offers that can be implemented to reduce the need for ongoing care.	Mar-21	Colin Ansell	Clr Zulfiqar Ali
Ref130	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Revising our current pathways, team structures and interface between the NHS and the VCS to maximise the learning from COVID 19 and review ways of working to ensure best practice is followed	Mar-21	Colin Ansell	Clr Zulfiqar Ali
Ref131	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Revising our approach to preventative services and enablement	Jun-21	Colin Ansell	Clr Zulfiqar Ali
Ref132	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Involving service users as part of co-producing new services.	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref133	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Support Newham's most vulnerable residents with a long-term solution to Rough Sleeping with appropriate services in place, bedded on a principle of care and compassion.	Dec-20	Colin Ansell	Clr Zulfiqar Ali

CORPORATE DELIVERY PLAN REFRESH - NOV 2020 (SIMPLIFIED VIEW)					
Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref134	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Health and Social Care Space partnership between LB Newham and the NHS to create primary care hubs	Jun-21	Colin Ansell	Clr Zulfiqar Ali
Ref135	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	CYP Internal Working Group initiatives on young people's mental and physical health (detailed in Pillar 2)	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref136	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Changemakers Grants for grassroots organisations to help deliver 50 steps	Mar-21	Colin Ansell	Clr Zulfiqar Ali
Ref137	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Newham Young Health Champions (50 Steps #8, link to Pillar 2)	Dec-20	Colin Ansell	Clr Zulfiqar Ali
Ref138	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	London Healthy Workplace awards/accreditation (50 Steps #15, link to Pillar 3)	Jun-21	Colin Ansell	Clr Zulfiqar Ali
Ref139	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Healthy Catering Commitment with public sector-controlled sites (50 Steps #25)	Jun-21	Colin Ansell	Clr Zulfiqar Ali
Ref140	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Sustainable Food City (50 Steps #26)	Jun-21	Colin Ansell	Clr Zulfiqar Ali
Ref141	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Link to Engine Rooms project in Royal Docks, using council assets in North Woolwich and Beckon for food growing schemes	Jun-21	Colin Ansell	Clr Zulfiqar Ali
Ref142	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Well Newham social prescribing	Jun-21	Colin Ansell	Clr Zulfiqar Ali
Ref143	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Parks & public realm improvements (links to Pillar 5) to create safe and well-equipped spaces for physical activity e.g. outdoor gyms, protected cycle lanes, water-based activities on the Lea and Docks	Ongoing	Colin Ansell	Clr Zulfiqar Ali

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Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref144	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Sustainable travel plans with council, major employers, and schools to encourage active travel to work and improve air quality (50 Steps #30, links to Pillar 6)	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref145	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Develop a new model of integrated care for mental health, as part of the transformation of community mental health services across East London, which will improve access to mental health support, by providing care closer to home via multi-disciplinary teams.	Mar-21	Colin Ansell	Clr Zulfiqar Ali
Ref146	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	New models of care and support ensuring that principles of London Living Wage are embedded	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref147	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	COVID-19 Outbreak Management Activity and Delivery	Jul 21	Colin Ansell	Clr Zulfiqar Ali
Ref148	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Develop and deliver the 'Future Newham' Programme, including a review of how we work in the new reality, make best use of our resources, and unlock our assets (inc. implementation of the community space review)	May 22	Jessica Crowe	Clr Terence Paul
Ref149	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Develop and implement a new Domestic Violence Strategy for Newham	Mar 22	Jamie Blake	Clr James Beckles
Ref150	4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	Taking action across the Newham Health & Wellbeing Partnership to tackle the disproportionate impact of Covid-19 on Black and Minority ethnic communities	Ongoing	Colin Ansell	Mayor Rokhsana Fiaz
Ref153	5: Every resident will live in an accessible and inclusive neighbourhood which will provide all of their social, civic and economic essentials	Work with partners and the community to tackle weapon-based crimes and violence, including knife and gun crime, use of corrosive substances, and other violent offences.	Mar 22	Jamie Blake	Clr James Beckles
Ref154	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Continue a targeted programme of test purchases of age restricted goods and services, such as the sale of knives, acids, cigarettes and alcohol, to ensure that young people are not exposed to harm from such products.	Mar 22	Jamie Blake	Clr James Beckles
Ref155	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Work to tackle anti-social behaviour, nuisance, rowdy or inconsiderate behaviour - including street drinking, drugs, vandalism and environmental damage - both in housing settings and in the wider community.	Mar 22	Jamie Blake	Clr James Beckles
Ref156	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Community Safety Strategy	Mar-21	Jamie Blake	Clr James Asser
Ref157	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Hate Crime Strategy	Mar-21	Jamie Blake	Clr James Asser

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Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref158	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Review the Resident Engagement and Participation service (Community Neighbourhood Offer) and delivery model	Apr 22	Jessica Crowe	Clr Charlene Maclean
Ref159	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	50 Steps: Developing high quality inclusive services, ensuring equity and reducing variation	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref160	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	50 Steps: Supporting a Newham of communities where people are better connected and supported	Ongoing	Colin Ansell	Clr Zulfiqar Ali
Ref161	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Shape Newham Launch	Nov 20	Dave Hughes	Mayor Rokhsana Fiaz
Ref162	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Queens Market Good Growth Community Engagement	Sep 20	Dave Hughes	Mayor Rokhsana Fiaz
Ref163	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Green Street Town Centre Strategy Community Engagement	Oct 20	Dave Hughes	Mayor Rokhsana Fiaz
Ref164	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Cabinet: Approval of Grant Agreement for Good Growth Fund and match-funding	To be confirmed	Dave Hughes	Mayor Rokhsana Fiaz
Ref165	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Queens Market Capacity and Viability Study	Oct 20	Dave Hughes	Mayor Rokhsana Fiaz
Ref166	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Publishing of the findings from the Queens Market Good Growth Community Engagement exercise	To be confirmed	Dave Hughes	Mayor Rokhsana Fiaz
Ref167	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Develop Town Centre strategies for Green Street, Forest Gate and Little Ilford/Manor Park and a masterplan for Stratford.	Mar 21	Dave Hughes	Mayor Rokhsana Fiaz
Ref168	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Develop and implement a new Markets Strategy for Newham	To be confirmed	Dave Hughes	Mayor Rokhsana Fiaz
Ref171	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Housing Strategy Approved and Launched	Apr 21	Dave Hughes	Clr Shaban Mohammed

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Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref172	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Review and implement the Housing Allocation Policy	Apr 21	Dave Hughes	Clr Shaban Mohammed
Ref175	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Promote excellent urban design that promotes high quality buildings and public spaces that we can be proud of	To be confirmed	Dave Hughes	Clr Shaban Mohammed
Ref176	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Make the planning process more transparent and encourage greater resident input into it.	To be confirmed	Dave Hughes	Clr Shaban Mohammed
Ref177	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Provide a community-based housing management service, including regular housing liaison meetings held bi-monthly in local areas.	Apr 21	Dave Hughes	Clr Shaban Mohammed
Ref178	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Implement investment of £1m per year from annual capital programme (until 2022) for council tenants and leaseholders to develop improvements to their estates and neighbourhoods.	Jan 21 (ongoing)	Dave Hughes	Clr Shaban Mohammed
Ref180	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Establish Resident Steering Groups, including co-design activities in key estate regeneration projects.	Mar 21	Dave Hughes	Clr Shaban Mohammed
Ref181	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Develop and implement the planned maintenance programme based on the three-year rolling programme	Mar 24	Dave Hughes	Clr Shaban Mohammed
Ref182	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Produce a Residents' Charter for council tenants and leaseholders.	Mar 21	Dave Hughes	Clr Shaban Mohammed
Ref183	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Complete a Stock Condition Survey of council homes.	Sep 21	Dave Hughes	Clr Shaban Mohammed
Ref184	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Restructure the Private Sector Housing team to focus resources on auditing properties for compliance with licence conditions.	Dec 20	Dave Hughes	Clr Shaban Mohammed
Ref185	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Increase capacity for enforcement activity against landlords not operating property in accordance with their licence conditions, and secure the renewal of the council's Private Sector Licensing Scheme.	Mar 22	Dave Hughes	Clr Shaban Mohammed
Ref186	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Establish a new Empty Properties team to bring empty properties back into use wherever possible, including taking over the management of such properties using statutory powers.	Dec 20	Dave Hughes	Clr Shaban Mohammed
Ref187	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Fire Door Replacement in Council Housing Blocks	Ongoing	Dave Hughes	Clr Shaban Mohammed
Ref188	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Lift Refurbishment Programme	Apr 22	Dave Hughes	Clr Shaban Mohammed
Ref190	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Affordable Housing Pre-Constructions Services	Sep 19	Dave Hughes	Clr Shaban Mohammed

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Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref191	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Pre Construction Services Opportunities for Newham's Affordable Home Program	Sep 19	Dave Hughes	Clr Shaban Mohammed
Ref192	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Canning Town East Delivery and Viability	Jun 20	Dave Hughes	Clr Shaban Mohammed
Ref193	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Canning Town East Design and Planning	Jun 20	Dave Hughes	Clr Shaban Mohammed
Ref194	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Affordable Homes for Newham (AHfN) Wave 1 -(Idmiston Road & Bramall Close)	Oct 20	Dave Hughes	Clr Shaban Mohammed
Ref195	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Affordable Homes for Newham (AHfN) Wave 1 - Forest View Road	Apr 21	Dave Hughes	Clr Shaban Mohammed
Ref196	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Affordable Homes for Newham Wave 1 Package 3 - Anne Street & David Street	Jan 21	Dave Hughes	Clr Shaban Mohammed
Ref197	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Adult Learning Review	To be confirmed	Dave Hughes	Clr Shaban Mohammed
Ref198	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Continue to work collaboratively across the council to deliver the High Streets Reopening Programme, remaining responsive and agile to potential future fluctuations in lockdown regulations	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref199	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Progress delivery of the Green Street Good Growth Fund programme (working with the GLA to scope opportunities for additional funding)	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref200	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Continue delivery of the Shape Newham project, actively delivering public space and arts enhancements across 8 town centres in partnership with the community	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref201	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Progress with delivery of the Active Spaces Pilot in Stratford	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref202	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Finalise the overarching Newham High Streets Town Centre Strategy phase 1. This will set out a clear process to understand the needs and potential of each of the Borough's town centres in two phases, and to co-design aspirations for future action.	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref203	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	As a critical first step in delivering the Strategy, continue to develop a clear evidence base and Action Plan for each of the Borough's high streets and town centres, comprising 1). evidence on social and economic infrastructure, and 2). community inputs on local needs and opportunities	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)

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Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref204	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Progression and completion of the Stratford Masterplan, resulting in a clear list of future actions and priorities, and detailed consideration of the different funding and resourcing options	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref205	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Completion of scoping work on the future economic evolution of Beckton and North Woolwich, placing focus on the role of local high streets and town centre within this	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref206	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Continued joint-working with the NHS and health partners through the 50-steps strategy to ensure that our local neighbourhoods are designed and developed with health outcomes at their heart, and that promote an active and social lifestyle for all of our residents, and to deliver our ambitions to create a healthier food environment in Newham	Dec-20	Dave Hughes and Colin Ansell	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref207	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Ensuring alignment of wider area master planning and regeneration work across the Borough (e.g. such as master planning work in Custom House and Carpenters, delivery work in LLDC and Royal Docks, development capacity work in Green Street, and movement and open space projects such as Leaway) with the objectives of Pillar 5, considering how wider activity can support the long term vitality and wellbeing of local high streets and neighbourhoods.	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref208	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Initial research to enhance the supply of flexible and affordable workspace across Newham's high streets.	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref209	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Progress with high Streets Strategy Phase 2, refining the approach to build in key messages from Phase 1	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref210	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	As part of the above, work to establish a clear definition of what 'High Streets for All' (a focus for the GLA's pan-London Recovery approach, and which draws on the 15 Minute Neighbourhood concept), means within the Newham context.	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref211	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	In tandem with the above, work with planning officers to explore the potential impacts arising from recent and proposed changes to planning rules (e.g. use classes, permitted development and wider deregulation) on high streets	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref212	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Collaborative work between the Town Centres and Area Regen and Inclusive Economy teams to explore the need for ongoing business support across the Borough's high streets	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)

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Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref213	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	The funding and resource requirements resulting from the High Street Strategy and Masterplan work will be significant and a detailed resourcing plan is therefore required to support Pillar 5 delivery. This will need to consider both conventional and more innovative models and approaches.	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref214	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Internal governance: the need for a cross officer working group / board to align high streets, regen, inclusive economy, and planning work across the Borough.	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref215	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Officer capacity: the need for additional / new officer resource to enable delivery of capital project and the development of those projects, and to provide capacity for wider strategy focused activities (e.g. external partnerships, resource planning and bid writing). This should explore where existing officer capacity across different teams can support high street delivery activity (e.g. business, employment and skills support activities)	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref216	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Funding and resources: it should explore different options through which capital projects could be funded: including core council resource, funding from key strategic partners such as GLA and TFL, and funding from local partners and institutions. It should also consider more innovative / new options: such as use and sale of council assets to provide resource to reinvest CIL, future HIF, Business Rates, and capital receipts from development. It should also consider opportunities to capture private sector	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref217	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Scope and potentially pilot Community Improvement District initiatives as proposed in the recent Kruger Report[1].	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref218	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Participative Places: local and targeted activities to encourage participation and strengthening of social and community networks across the Borough's high streets.	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref219	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Active Spaces (focus on flexible and affordable workspace) activities to establish a network of spaces ('engine rooms') across the Borough's high streets where people from all background can come together to work, socialise, receive support and test new ideas.	Dec-21	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)
Ref220	5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	Accessible Streets: targeted improvements to street scene, environment and infrastructure to make them more accessible and welcoming to people from all backgrounds, and with a focus on active modes of moving around. This should focus both on the immediate high street environments, alongside wider neighbourhood links and connections (e.g. projects such as Leaway).	Dec-21	Dave Hughes	Mayor Rokhsana Fiaz (and all Cabinet Members – cross-cutting)

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Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref221	6: We will become London's greenest local economy	Deliver the new sustainable Parking Policy Roll-out	Mar 21	Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref222	6: We will become London's greenest local economy	Roll-out the Keep Britain Tidy Pilot in Newham	Feb 21	Jamie Blake	Cllr James Asser
Ref223	6: We will become London's greenest local economy	Create a fairer and more consistent parking scheme that is not run as a business, is less expensive, and works for shopkeepers, traders and residents in places like Green Street and High Street North. I will give residents 30 minutes free parking in our main retail areas	Mar 21	Jamie Blake	Cllr James Asser
Ref224	6: We will become London's greenest local economy	Fully support the shift towards sustainable transport and active travel in London as part of dealing with the obesity crisis	Mar 22	Jamie Blake	Cllr James Asser
Ref225	6: We will become London's greenest local economy	Improve recycling rates across the Borough	Apr 21	Jamie Blake	Cllr James Asser
Ref226	6: We will become London's greenest local economy	Review the Grounds Maintenance Service	Dec 20	Jamie Blake	Cllr James Asser
Ref227	6: We will become London's greenest local economy	Review and consult on a range of strategies relating to our public realm, parks and green spaces (includes street cleansing, waste management, parks and green spaces strategy, playing pitches strategy, trees and woodland strategy and others).	Apr 21	Jamie Blake	Cllr James Asser
Ref228	6: We will become London's greenest local economy	Roll out of our local transport and highways improvement programme, and Liveable Neighbourhood schemes.	Mar 22	Jamie Blake	Cllr James Asser
Ref229	6: We will become London's greenest local economy	Improve the availability for alternative fuels and electric vehicle charging for both LBN and the wider community.	Mar 22	Jamie Blake	Cllr James Asser
Ref230	6: We will become London's greenest local economy	Implement an emissions-based parking permits scheme.	Mar 21	Jamie Blake	Cllr James Asser
Ref231	6: We will become London's greenest local economy	Invest in cycling parking and infrastructure, and develop walking routes across the borough to reduce the reliance on motor vehicles.	Mar 21	Jamie Blake	Cllr James Asser
Ref232	6: We will become London's greenest local economy	Deliver a communications campaign across the borough to target a reduction in the amount of food that residents waste, with events in schools and neighbourhoods to promote the message.	Feb 21	Jamie Blake	Cllr James Asser
Ref233	6: We will become London's greenest local economy	Create an identifiable 'brand' for all communications around waste and recycling that residents will recognise, via the introduction of the 'Ecobot' communications character and minimise the reliance on written instructions, by using the 'Ecobot' to demonstrate how to recycle and minimise waste.	Mar 21	Jamie Blake	Cllr James Asser
Ref234	6: We will become London's greenest local economy	Deliver and trial weekly recycling collections for kerbside properties that currently receive a fortnightly service.	Apr 21	Jamie Blake	Cllr James Asser

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Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref235	6: We will become London's greenest local economy	Highways & Related Professional Services Contract	Apr-21	Jamie Blake	Clr James Asser
Ref236	6: We will become London's greenest local economy	Highways schemes and planned maintenance works Framework contract	Apr-21	Jamie Blake	Clr James Asser
Ref237	6: We will become London's greenest local economy	Climate Emergency: Greening the Borough - Develop within the Flood Risk Management Strategy an approach to sustainable drainage in the borough across public and private sector land and developments.	Mar-21	Jamie Blake	Mayor Rokhsana Fiaz
Ref238	6: We will become London's greenest local economy	Climate Emergency: 'Greening' of Council Fleet Vehicles	Mar-22	Jamie Blake	Mayor Rokhsana Fiaz
Ref239	6: We will become London's greenest local economy	50 Steps: Supporting active travel and improved air quality	Ongoing	Jamie Blake	Clr Zulfiqar Ali
Ref240	6: We will become London's greenest local economy	50 Steps: Building a borough of health promoting housing	Ongoing	Dave Hughes	Clr Zulfiqar Ali
Ref242	6: We will become London's greenest local economy	Climate Emergency: Health - Coordinate action in relating to Climate Change across Health and Wellbeing Partnership.	Sep-20	Colin Ansell	Mayor Rokhsana Fiaz
Ref243	6: We will become London's greenest local economy	Climate Emergency: Complete the procurement of a new Homecare contract, ensuring improved outcomes are achieved; that contractors receive the London Living Wage, and issues such as climate change and Community Wealth Building are embedded within the contract.	Dec 20	Colin Ansell	Clr Zulfiqar Ali
Ref244	6: We will become London's greenest local economy	Work with local training providers and the FE and HE sectors in Newham to encourage the development of courses that will enable local people to develop their skills, and secure jobs in the green technology sector.	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz
Ref245	6: We will become London's greenest local economy	Interim Management of Carpenters Estate pending Regen	Mar 22	Dave Hughes	Clr Shaban Mohammed
Ref249	6: We will become London's greenest local economy	Ensure investment programme in place to ensure compliance of stock with current fire safety legislation, including the removal of both High Pressure Laminate (HPL) and Expanded Polystyrene (EPS) cladding to all tall blocks.	Jul 21	Dave Hughes	Clr Shaban Mohammed
Ref250	6: We will become London's greenest local economy	Review all safety related recommendations arising from the Grenfell Inquiry are reviewed and all necessary works are appropriately programmed (Grenfell part 2 not yet published)	Mar 21	Dave Hughes	Clr Shaban Mohammed
Ref251	6: We will become London's greenest local economy	Delivery of the Air Quality and Climate Change Action Plan	Nov 20	Dave Hughes	Clr Shaban Mohammed
Ref252	6: We will become London's greenest local economy	Climate Emergency Annual Report	Aug 20	Dave Hughes	Clr Shaban Mohammed
Ref253	6: We will become London's greenest local economy	Climate Emergency Annual Report	Apr 21	Dave Hughes	Clr Shaban Mohammed
Ref254	6: We will become London's greenest local economy	Climate Emergency Annual Report	May 22	Dave Hughes	Clr Shaban Mohammed
Ref255	6: We will become London's greenest local economy	Oppose the proposed Silvertown Tunnel scheme which will increase traffic congestion and have an adverse impact on air quality	To be confirmed	Dave Hughes	Clr Shaban Mohammed
Ref256	6: We will become London's greenest local economy	Update the waste planning guidance for developers to encourage all new developments in Newham to be designed in way that maximises recycling.	Sep 20	Dave Hughes	Clr Shaban Mohammed
Ref257	6: We will become London's greenest local economy	Begin the process of replacing the 2012 Joint Waste Plan by July 2023 and enable the East London Waste Strategy to progress, facilitating the development of best practice in the handling, recycling and reuse of refuse.	Mar 21	Dave Hughes	Clr Shaban Mohammed

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Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref261	6: We will become London's greenest local economy	Climate Emergency: Integrate work on the climate emergency into the council's Community Wealth Building initiative.	Mar 21	Dave Hughes	Mayor Rokhsana Fiaz
Ref262	6: We will become London's greenest local economy	In line with the council's climate emergency objectives, identify stock with Energy Performance Certificate (EPC) ratings below Level "C" and develop a programme to increase the energy efficiency of existing stock to a minimum EPC Rating "C".	Sep 21	Dave Hughes	Clr Shaban Mohammed
Ref263	6: We will become London's greenest local economy	Climate Emergency: To help tackle the climate emergency, establish an Energy Efficiency Standards Team to work with private residential and commercial landlords to educate and enforce where properties fall below the minimum efficiency standards.	Mar 21	Dave Hughes	Clr Shaban Mohammed
Ref264	6: We will become London's greenest local economy	Climate Emergency: Greening the Borough - Improve the overall provision and accessibility of green space in the borough.	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref265	6: We will become London's greenest local economy	Climate Emergency: Newham Climate Now - Review completed Climate Emergency Action Plan to look for opportunities to promote Newham Climate Now and create further connections across services.	To be confirmed	Dave Hughes	Mayor Rokhsana Fiaz
Ref266	6: We will become London's greenest local economy	Climate Emergency: Build a Green Economy - Build a Green Economy: To promote the Royal Docks Enterprise Zone as an incubator for the green technology sector	Winter 2021	Dave Hughes	Mayor Rokhsana Fiaz
Ref269	6: We will become London's greenest local economy	Climate Emergency: Develop an Energy Management Plan	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz
Ref270	6: We will become London's greenest local economy	Climate Emergency: Local Authority Housing - Replace inefficient gas boilers with high efficiency ones	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz
Ref271	6: We will become London's greenest local economy	Climate Emergency: Local Authority Housing - Develop a medium-term plan for replacing all boilers with renewable energy alternatives or higher efficiency ones	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref272	6: We will become London's greenest local economy	Private Housing - Promote compliance with Minimum Efficiency Standard (MEES) regulations in Newham's PRS.	Apr-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref273	6: We will become London's greenest local economy	Climate Emergency: Transport - Continued investment in sustainable and active travel networks and events	Apr-20	Dave Hughes	Mayor Rokhsana Fiaz
Ref274	6: We will become London's greenest local economy	Climate Emergency: Measures that support climate change agenda	Sep-20	Dave Hughes	Mayor Rokhsana Fiaz
Ref275	6: We will become London's greenest local economy	Climate Emergency: Review Local Plan in the light of the new London Plan, taking into account the implications of the Climate Emergency.	2021-22	Dave Hughes	Mayor Rokhsana Fiaz
Ref276	6: We will become London's greenest local economy	Climate Emergency: Review Pension Investments - To review pension fund assets and investments which have exposure to carbon-based companies	Dec-20	Dave Hughes	Mayor Rokhsana Fiaz
Ref277	6: We will become London's greenest local economy	Climate Emergency: Measuring Progress - Develop a framework for monitoring progress towards the 2030 and 2050 targets	Mar-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref278	6: We will become London's greenest local economy	Climate Emergency: Air Quality and Climate Emergency Annual Report - Produce Air Quality and Climate Emergency Annual Report	Jul-20	Dave Hughes	Mayor Rokhsana Fiaz

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Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref279	6: We will become London's greenest local economy	Promote the Royal Docks Enterprise Zone as an incubator for the green technology sector	Ongoing	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref281	6: We will become London's greenest local economy	Bid for Construction Academy status	Jul-20	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref282	6: We will become London's greenest local economy	Develop a Green Innovation accelerator in the Royal Docks by working with a speciality innovation supporter - need further clarification.	Dec-21	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref283	6: We will become London's greenest local economy	Establish Good Growth Fund and Business Pledge for funding with the Royal Docks Team.	Dec-21	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref284	6: We will become London's greenest local economy	Bid for funding to scope the potential for circular economy initiatives in the Royal Docks are	Dec-21	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref287	6: We will become London's greenest local economy	Develop and roll out green assessments and sustainable travel planning (links to Pillar 4) with major employers (as per CEAP)	Dec-21	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref288	6: We will become London's greenest local economy	Introduce electric vehicles to council fleet (as per CEAP)	Dec-21	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref293	6: We will become London's greenest local economy	Encourage young people to take green tech courses	Dec-21	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref294	6: We will become London's greenest local economy	If feasible, employ local labour and graduates of HE/FE green tech courses in relevant council greening programmes e.g. housing retrofit scheme, SUDS projects, circular economy	Dec-21	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref295	6: We will become London's greenest local economy	Scope investment and delivery mechanisms for, and begin delivering where feasible, additional actions identified in the Climate Emergency Action Plan, e.g.:	Dec-21	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref296	6: We will become London's greenest local economy	Continued greening parks and open spaces throughout Newham	Dec-21	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref297	6: We will become London's greenest local economy	Secure a recycling & waste reduction	Dec-21	Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref298	6: We will become London's greenest local economy	Retrofitting LBN residential, administrative and community and commercial properties	Dec-21	Dave Hughes and Jamie Blake	Mayor Rokhsana Fiaz and Cllr James Asser
Ref299	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Workforce. Our BAME workforces are a significant proportion of the local health and care workforce. We will ensure that people are appropriately protected, ensure they have agency and voice and have opportunities to progress and develop	Ongoing	Althea Loderick	Mayor Rokhsana Fiaz
Ref300	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Develop and implement a Modern Day Slavery Strategy	Ongoing	Colin Ansell	Mayor Rokhsana Fiaz
Ref302	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Develop a range of Community Wealth Building initiatives which promote the London Living Wage.	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz

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Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref303	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Secure London Living Wage Accreditation for the council.	Mar 21	Dave Hughes	Mayor Rokhsana Fiaz
Ref305	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Existing projects with committed funding/resourcing:	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref306	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Develop a Resident Involvement Strategy	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref307	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Continue to hold tenants and leaseholders' forums	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref308	7: The Council will deliver genuinely high-quality and affordable homes for Newham	£3.5m to projects determined by local priorities	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref309	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Establish Housing Hubs	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref310	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Design, develop and implement a Private Renters Rights Service	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref311	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Develop further coproduction for plans in Carpenters Estate and Custom House	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref312	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Affordable House Building programme	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref314	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Develop and implement a new Temporary Accommodation Strategy for Newham	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref315	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Review Local Plan in line with Towards a Better Newham and new reality	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref316	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Full Stock Condition survey considered	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref317	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Enforce on minimum standards of energy efficiency	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref319	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Develop and implement a Housing strategy for vulnerable adults	Dec-21	Dave Hughes and Colin Ansell	Clr Shaban Mohammed

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Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref320	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Removal of cladding from low risk council owned building	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref321	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Implement a Housing innovation sprint (alongside SHMA)	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref322	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Scaling of air rights demonstrator project	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref323	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Roll out temporary and modular housing development on appropriate sites in the borough, using council to mitigate risk and support the benefit from larger scale delivery	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref324	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Develop and implement a Local small builders' strategy	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref325	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Support vulnerable adults into modular housing	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref326	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Test and scale new approaches to housing pathways for care leavers	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref327	7: The Council will deliver genuinely high-quality and affordable homes for Newham	Rough Sleepers Assessment Hub launched	Dec-21	Dave Hughes	Clr Shaban Mohammed
Ref328	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Work with residents and businesses to increase safeguarding measures against exploitation and abuse, including violence against women and girls, child sexual exploitation, criminal exploitation and modern slavery, hate crime, extremism and radicalisation.	Sep 21	Jamie Blake	Clr James Beckles
Ref329	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Develop formal Commissioning Intentions and Pre-Procurement Plan for Rough Sleeping services.	Dec 20	Colin Ansell	Clr Zulfqar Ali
Ref330	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Review the services that we currently provide in the community to Care Act eligible residents and develop a new community offer.	Mar 22	Colin Ansell	Clr Zulfqar Ali
Ref331	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Design and develop a new Property Strategy for Newham	Feb 20	Conrad Hall	Clr Terence Paul
Ref335	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Delivery of the Royal Docks Development Programme	May 21	Dave Hughes	Mayor Rokhsana Fiaz
Ref337	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Transform Newham into a beacon of Community Wealth Building where we use our purchasing power to keep wealth in our local economy so the benefits are shared more equally among our residents. Put a programme in place.	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz
Ref338	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Optimise the value capture through Section 106 Agreements and CIL	To be confirmed	Dave Hughes	Mayor Rokhsana Fiaz

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Ref339	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Work closely with our partners to ensure that planned leisure and entertainment developments within the Queen Elizabeth Olympic Park and the Royal Docks Enterprise Zone are safe and well managed.	Mar 21	Dave Hughes	Mayor Rokhsana Fiaz
Ref340	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Implement the Newham Inclusive Economy Strategy and ensure activity is delivered through the lens of Community Wealth Building.	Mar 21	Dave Hughes	Mayor Rokhsana Fiaz
Ref342	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Refresh the S106 "local benefit" clauses and apply to all major planning applications.	Sep 20	Dave Hughes	Mayor Rokhsana Fiaz
Ref343	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Ensure social value requirements/criteria linked to our corporate priorities are routinely included in our tenders, and capture and report the resulting benefits.	Sep 20	Dave Hughes	Mayor Rokhsana Fiaz
Ref345	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	ANCHOR Scope proposals for new partnership working to support Community Wealth Building.	Mar 21	Dave Hughes	Mayor Rokhsana Fiaz
Ref346	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Work with partners to jointly map total supplier spend by category/sector against the local supply base in Newham to identify key areas of opportunity to switch provision to local suppliers.	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz
Ref347	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	In conjunction with partners, work with key providers to develop local supply chains. This to include sector specific events which local firms can attend to meet larger providers from across the borough.	Ongoing	Dave Hughes	Mayor Rokhsana Fiaz
Ref348	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Implement the first phase of the social value model for managing the council's community centre estate, including those spaces which are leased to the VCS.	Mar 21	Dave Hughes	Mayor Rokhsana Fiaz
Ref350	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	End Mears Contract	Jun 21	Dave Hughes	Clr Shaban Mohammed
Ref351	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Estate Regeneration - Greater involvement of residents and residents' groups over Custom House Regeneration - Terminate the proposed Carpenters Estate Joint Venture scheme and consult directly with residents about producing a resident-led Masterplan for its future.	To be confirmed	Dave Hughes	Clr Shaban Mohammed
Ref352	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Overall supply and affordable housing - Build 1000 new Council owned homes to be let at social rent levels by 2022 - Ensure that at least 50 percent of Council and private homes that are built in Newham over the next 4 years are let at social rents and are owned by the Council. - Red Door Ventures: 50% at social rents on long term tenancies; review the other 50%	Mar 22	Dave Hughes	Clr Shaban Mohammed
Ref354	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Introduce rent controls in the private rented sector	To be confirmed	Dave Hughes	Clr Shaban Mohammed
Ref355	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	End Right to Buy - RtB is part of our tenancy agreements by law -	Ongoing	Dave Hughes	Clr Shaban Mohammed

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Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref361	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Review the outcomes of the Rough Sleeping Task Force.	Jul 20	Dave Hughes	Clr Shaban Mohammed
Ref363	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Implement the Homelessness and Rough Sleeping Strategy Action Plan 2019-2021.	Mar 22	Dave Hughes	Clr Shaban Mohammed
Ref364	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Refresh HRA Business Plan	Jan-21	Dave Hughes	Clr Shaban Mohammed
Ref365	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Develop and launch exemplar business pledges	Dec-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref366	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Mobilise Good Growth Fund	Dec-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref367	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Liaise with all major developers in the borough to identify existing and additional commitments which support the recovery and reorientation plan	Dec-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref368	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Review council's contracting arrangements, building in clauses to support local engagement	Dec-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref369	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Promote London Living Wage accreditation for the business community	Dec-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref370	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Establish CWB Champions accreditation	Dec-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref371	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Use the local plan review to review and revise economic policies, optimising the pursuit of community wealth building and recovery plan objectives	Dec-21	Dave Hughes	Mayor Rokhsana Fiaz
Ref375	Cross-cutting: Vision and Ethos	Democracy Commission: Develop an implementation plan for the Democracy Commission recommendations and overall programme	Dec 20	Jessica Crowe	Mayor Rokhsana Fiaz
Ref376	Cross-cutting: Vision and Ethos	Democracy Commission: Delivery of the implementation plan and the ongoing engagement/co-production programme	May 22	Jessica Crowe	Mayor Rokhsana Fiaz
Ref377	Cross-cutting: Vision and Ethos	Delivery of the Community Wealth Building Strategy and Programme of work	Jan 22	Dave Hughes	Mayor Rokhsana Fiaz
Ref379	Foundation: Organisational Delivery Programmes	We Are Newham - Launch	Nov 20	Jessica Crowe	Mayor Rokhsana Fiaz

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Ref382	Foundation: Organisational Delivery Programmes	8.3 Tackle Digital Exclusion. Develop and execute a Digital Plan to reduce inequality	Feb 21	Jessica Crowe	Mayor Rokhsana Fiaz
Ref383	Foundation: Organisational Delivery Programmes	Review Changing Together in light of COVID, Tackling Racism, Inequality and Disproportionality Focus, and Internal Controls Commission Focus	Apr 21	Geeta Subramaniam-Mooney	Mayor Rokhsana Fiaz
Ref384	Foundation: Organisational Delivery Programmes	Revise the Council's Medium-Term Financial Strategy in light of the new financial reality post-COVID	Mar 21	Conrad Hall	Clr Terence Paul
Ref385	Foundation: Organisational Delivery Programmes	Develop and implement a new Change and Insight Function, Offer and Model	Dec 20	Jessica Crowe	Clr Terence Paul
Ref386	Foundation: Organisational Delivery Programmes	Establish a Capital Strategy for Newham to plan ahead for the next 10 years of capital investment and spend	Mar 21	Conrad Hall	Clr Terence Paul
Ref387	Foundation: Organisational Delivery Programmes	Working in a political environment - training and development offer for key tiers of the organisation	Jan 21	Jessica Crowe	Clr Terence Paul
Ref388	Foundation: Organisational Delivery Programmes	Set a balanced annual budget (2021/2022)	Mar 21	Conrad Hall	Clr Terence Paul
Ref389	Foundation: Organisational Delivery Programmes	Set a balanced annual budget (2022/2023)	Apr 22	Conrad Hall	Clr Terence Paul
Ref390	Foundation: Organisational Delivery Programmes	Identify and plan for major recommissioning and procurement exercises over the coming two years	Apr 21	Conrad Hall	Clr Terence Paul
Ref391	Foundation: Organisational Delivery Programmes	Empower Scrutiny so that it has an informed voice to hold the Mayor and Council to account	Nov 20	Jessica Crowe	Clr Terence Paul
Ref392	Foundation: Organisational Delivery Programmes	Review all the Council's Joint Ventures, PFI Schemes and outsourced contracts. I will end all further privatisation and outsourcing of council services on day one of my new administration;	Ongoing	Conrad Hall	Clr Terence Paul
Ref393	Foundation: Organisational Delivery Programmes	Clean up the Council's budget so that it is open and transparent	Continuous	Conrad Hall	Clr Terence Paul
Ref394	Foundation: Organisational Delivery Programmes	Resident experience strategy and programme: Implement a new Resident Experience strategy to improve residents' experience of and interactions with the council, supported by improved systems and processes for Members' Enquiries, Complaints and Freedom of Information requests, ensuring online and back office processes are synchronised and tracked.	Dec 20	Jessica Crowe	Clr Terence Paul
Ref395	Foundation: Organisational Delivery Programmes	Maximise the council's income from effective collection of Council Tax, better use of commercial assets and Housing Benefit overpayments through improved processes and resource utilisation.	Mar 21	Conrad Hall	Clr Terence Paul
Ref396	Foundation: Organisational Delivery Programmes	Provide an effective approach to programme and project management, particularly in respect of our priority programmes and projects, to ensure successful delivery for both the council and residents and alignment with our Corporate Plan.	Mar 21	Jessica Crowe	Clr Terence Paul
Ref397	Foundation: Organisational Delivery Programmes	Implement the remaining tranches of the 'Smarter Newham' programme to improve our ICT, rationalise our use of buildings and estate, and provide better working conditions.	Mar 21	Jessica Crowe	Clr Terence Paul

CORPORATE DELIVERY PLAN REFRESH - NOV 2020 (SIMPLIFIED VIEW)					
Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref398	Foundation: Organisational Delivery Programmes	Deliver a programme of work to minimise the negative impact of Brexit.	Dec 20	Jessica Crowe	Clr Terence Paul
Ref399	Foundation: Organisational Delivery Programmes	Ensure the delivery of £17.7m of savings required in the first year of the three-year financial strategy, 2020-23.	Mar 21	Conrad Hall	Clr Terence Paul
Ref400	Foundation: Organisational Delivery Programmes	Redesign and deliver the new cycle of community citizens' assemblies informed by a robust evaluation.	Jan 21	Jessica Crowe	Clr Charlene Maclean
Ref401	Foundation: Organisational Delivery Programmes	Co-design with key delivery partners and stakeholders a new volunteering framework for the borough.	Dec 20	Jessica Crowe	Clr Charlene Maclean
Ref402	Foundation: Organisational Delivery Programmes	Increase resident take up of online self-service forms, including Council Tax, benefits and rents, and deliver an improved service to customers through a proactive campaign to encourage sign-up.	Dec 20	Jessica Crowe	Clr Terence Paul
Ref403	Foundation: Organisational Delivery Programmes	Complete the overhaul of the council's online presence with a new MyNewham Account and integration between online and back office services and systems by implementing Microsoft CRM and working closely with all council services.	Aug 21	Jessica Crowe	Clr Terence Paul
Ref404	Foundation: Organisational Delivery Programmes	Report on progress in reducing inequality and promoting diversity.	Mar 21	Jessica Crowe	Clr Terence Paul
Ref405	Foundation: Organisational Delivery Programmes	Refresh our approach to communications to ensure we are effectively speaking up for Newham and reaching all our diverse communities through our communications, campaigning and engagement activity so they are aware of the actions we are taking on their behalf.	Mar 21	Jessica Crowe	Clr Terence Paul
Ref406	Foundation: Organisational Delivery Programmes	Implement an improved Assisted Digital Support offer to support residents to be more confident and self-sufficient when transacting with the council.	Dec 20	Jessica Crowe	Clr Terence Paul
Ref407	Foundation: Organisational Delivery Programmes	Improve the utilisation of data within Council Tax and Benefits and the wider council to develop effective customer engagement and take up opportunities for residents.	Mar 21	Jessica Crowe	Clr Terence Paul
Ref408	Foundation: Organisational Delivery Programmes	Achieve 95% customer satisfaction ratings through improved performance and customer care.	Mar 21	Jessica Crowe	Clr Terence Paul
Ref409	Foundation: Organisational Delivery Programmes	Update Financial Regulations to reflect changes in governance since 2012, update to include requirements to report to cabinet on Financial Performance. Cabinet taking responsibility for oversight of risk management and internal control.	Sep 20	Conrad Hall	Clr Terence Paul
Ref410	Foundation: Organisational Delivery Programmes	Provide a comprehensive staff engagement and training package to cover procurement, programme management, budget forecasting and authorisation. This should include dealing with the issues of what happens if procedures are not followed	Sep 20	Conrad Hall	Clr Terence Paul
Ref411	Foundation: Organisational Delivery Programmes	Establish a manager's portal on the intranet to provide a one stop shop for managers to seek current accurate guidance.	Jul 20	Conrad Hall	Clr Terence Paul

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Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref412	Foundation: Organisational Delivery Programmes	Review procurement Standing orders, review to include review of lower limit for orders without quotes and extension of contract arrangements and arrangements for assessing how non price factors are considered in tender assessment	Oct 20	Conrad Hall	Clr Terence Paul
Ref413	Foundation: Organisational Delivery Programmes	Introduce new reports for managers to cover overtime, and other additional payments.	Sep 20	Conrad Hall	Clr Terence Paul
Ref414	Foundation: Organisational Delivery Programmes	Review the level of internal audit cover	Jul 20	Conrad Hall	Clr Terence Paul
Ref415	Foundation: Organisational Delivery Programmes	Ensure that a tracker is presented regularly to the Audit Committee on outstanding matters of concern and that Audit reports are presented promptly to the Audit committee.	Jul 20	Conrad Hall	Clr Terence Paul
Ref416	Foundation: Organisational Delivery Programmes	Review how central and corporate budgets are reported and managed including how scope for technical adjustments are reported prior to budget setting 2021/2	Oct 20	Conrad Hall	Clr Terence Paul
Ref417	Foundation: Organisational Delivery Programmes	Undertake Council wide audit on authorising supplements including acting up payments, standby and call outs etc.	Sep 20	Conrad Hall	Clr Terence Paul
Ref418	Foundation: Organisational Delivery Programmes	Review how other shared service models operate across London including governance before determining future arrangements on OneSource	Sep 20	Conrad Hall	Clr Terence Paul
Ref419	Foundation: Organisational Delivery Programmes	Once future model for One Source is agreed, ensure that it is staffed effectively with permanent resources.	Sep 20	Conrad Hall	Clr Terence Paul
Ref420	Foundation: Organisational Delivery Programmes	Introduce a savings monitor tracker, to enable an awareness of the impact of non-deliverability of savings to be assessed.	Oct 20	Conrad Hall	Clr Terence Paul
Ref421	Foundation: Organisational Delivery Programmes	Review progress on implementation of the ICC action plan, if accepted, on a six-monthly cycle.	Ongoing	Conrad Hall	Clr Terence Paul
Ref422	Foundation: Organisational Delivery Programmes	Apply the principles and values of good financial control and management as set out in the report.	Oct 20	Conrad Hall	Clr Terence Paul
Ref423	Foundation: Organisational Delivery Programmes	Develop an annual procurement forward plan to be endorsed by Cabinet	Apr-22	Conrad Hall	Clr Terence Paul
Ref424	Foundation: Organisational Delivery Programmes	Develop a Social Value Strategy to establish a framework for developing and delivering social value in Newham to guide and measure the impact of future procurement activity across Newham	Apr-22	Conrad Hall	Clr Terence Paul
Ref425	Foundation: Organisational Delivery Programmes	Develop and implement a new Newham Digital and Data Strategy	Mar 21	Jessica Crowe	Clr Terence Paul
Ref426	Foundation: Organisational Delivery Programmes	New IT Operating Model and Capabilities	Dec 20	Conrad Hall	Clr Terence Paul
Ref427	Foundation: Organisational Delivery Programmes	Delivery of the new Oracle Fusion Solution	Oct 20	Conrad Hall	Clr Terence Paul

CORPORATE DELIVERY PLAN REFRESH - NOV 2020 (SIMPLIFIED VIEW)					
Planning lines				Governance lines	
Ref	Towards a Better Newham - Recovery and Reorientation Strategy - Pillar	Themes and Actions	Delivery Date	Proposed CMT Lead	Proposed Member Lead
Ref428	Foundation: Organisational Delivery Programmes	Deliver the new Future Business Support Programme and Model	Dec 20	Jessica Crowe	Clr Terence Paul
Ref429	Foundation: Organisational Delivery Programmes	Implement The Social Integration Strategy Action Plan	Dec 21	Jessica Crowe	Clr Charlene Maclean
ref431	8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	Develop and implement a new approach Strategic Partnerships in Newham	Mar 21	Jessica Crowe	Mayor Rokhsana Fiaz