Newham outcomes framework
First iteration (Tiers 1-3)

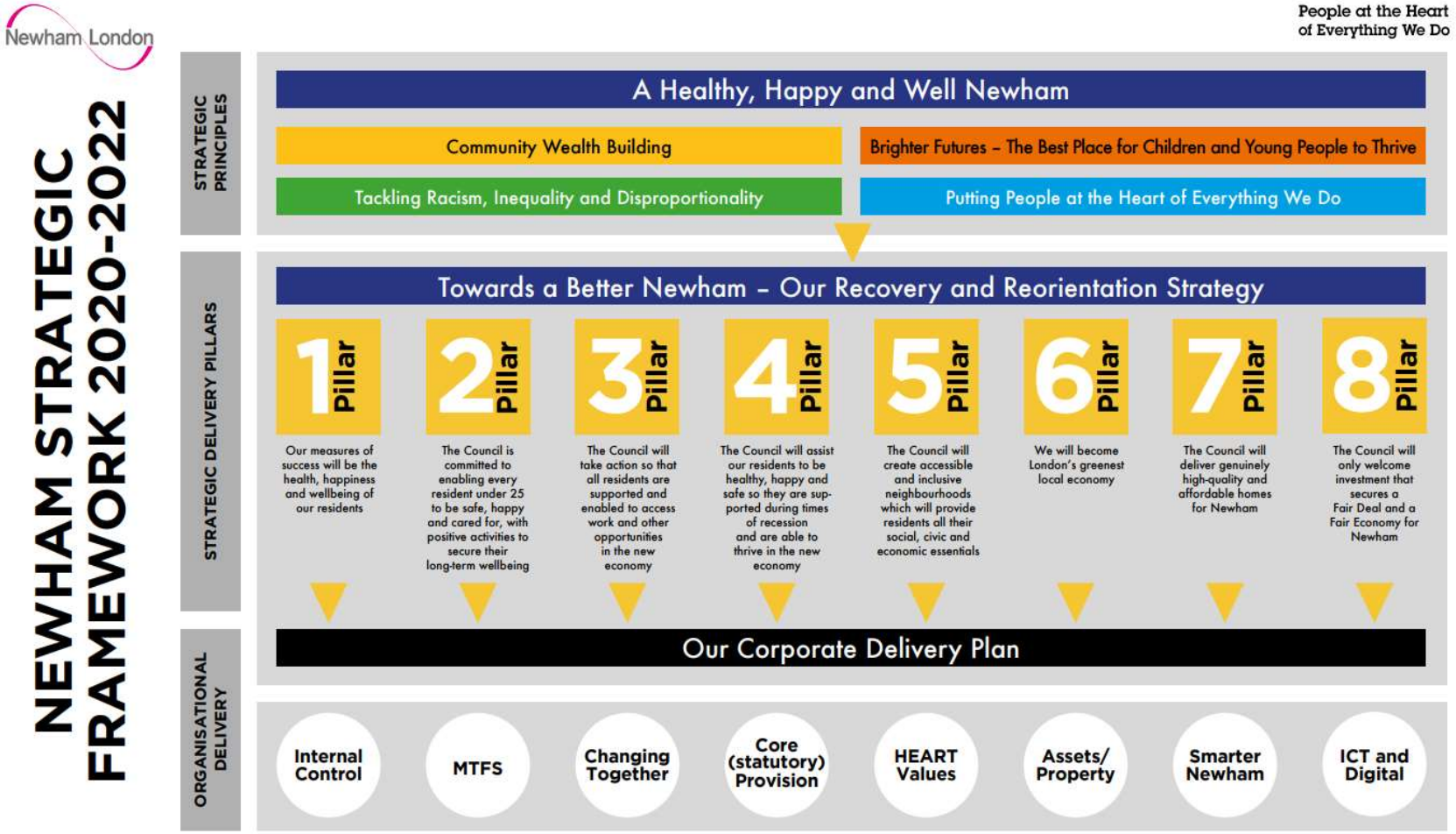
WE ARE NEWHAM.

People at the Heart of Everything We Do

Introduction

- Last November Cabinet agreed to develop a new outcomes framework for the council focused on the eight pillars of Towards a Better Newham.
- The purpose of the framework is to drive strategic change and improvement across Newham and to redefine the council's performance framework providing a golden thread for Newham's strategy and business planning arrangements.
- The Change and Insight Team has undertaken a strategy mapping exercise of 60 core strategies and plans to identify the draft outcomes at tier 2 and 3 for each pillar working with colleagues from PRD.
- The Team has also led the development of the State of the Borough report which is aligned to the eight pillars. This report provides an overview of Newham and a baseline for where we are now this will feed into the baselining exercise and be used as the basis for a resident conversation at Council on 22 March.
- The first iteration of the framework is included for discussion and a roadmap for the next phases of development is outlined.

Our strategic landscape



WE ARE NEWHAM.

People at the Heart of Everything We Do

How we've developed this iteration…

Newham Outcomes Framework – first iteration

01

Analysis of our main 60 strategies

We've mapped a long-list of over 1,000 outcomes statements drawn from 60 organizational strategies

02

International, national and regional research

Informed by research into a wide-range of international, national and regional approaches to happiness, health and wellbeing

03

Workshops with Cabinet & CMT

A number of strategic workshops with Cabinet and CMT have informed the current framework – more to follow

04

Towards a Better Newham vision

The main drivers, tenets and intentions that sit behind Towards a Better Newham have been fed into the overarching framework

05

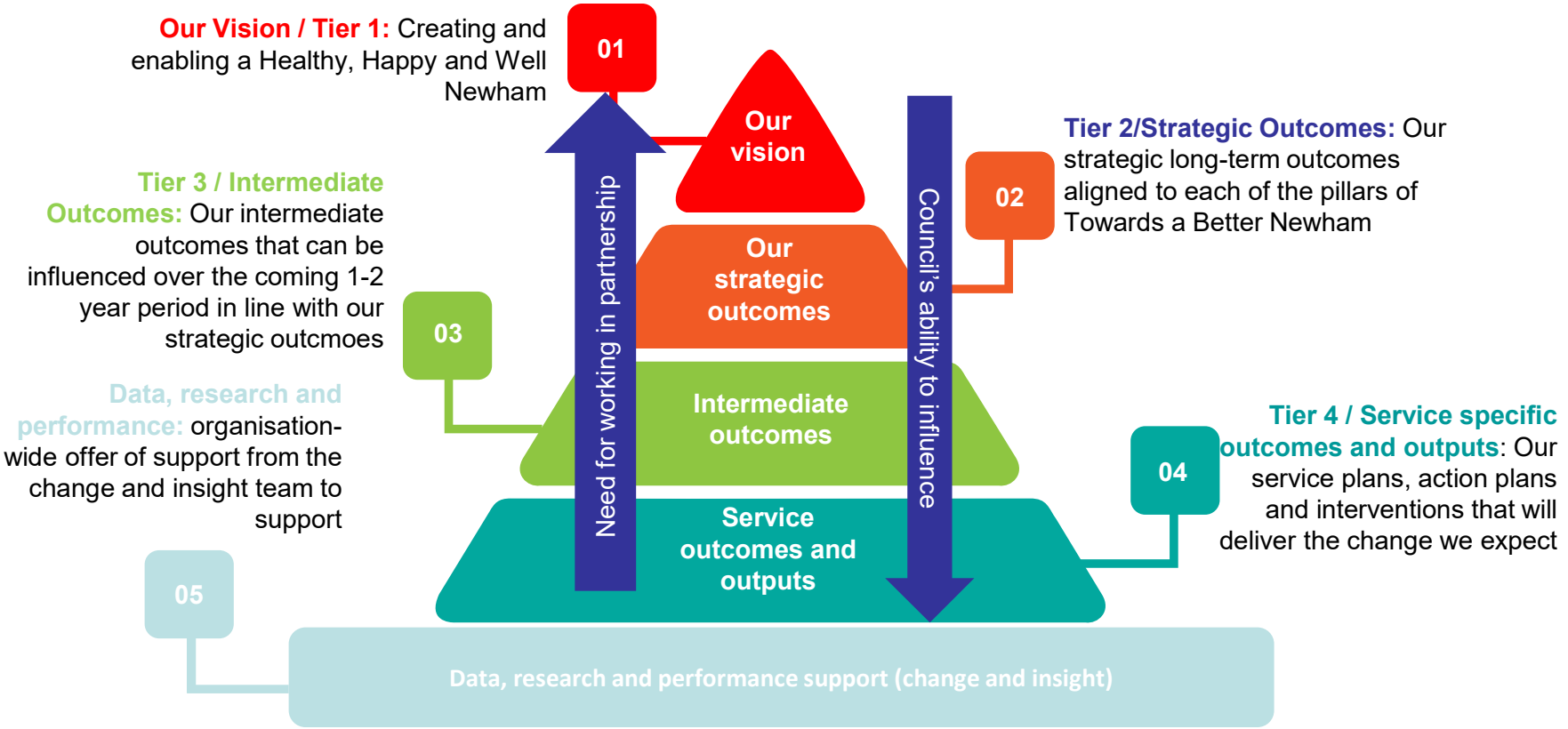
External peer challenge

External specialists (PRD, UCL, LB Camden and Institute for Global Prosperity) have helped inform the appraoch

Our design principles

1. We will put people at the heart of everything we do. Our outcomes focus on our residents, communities, businesses and visitors first, and our needs as an organisation second.
2. Creating a Healthy, Happy and Well Newham, and the subsequent goals of Towards a Better a Newham is the end goal for all of the outcomes across the framework, and is the golden thread through everything that we do
3. We focus on our goals and ambitions within the framework, rather than being constrained by what can be easily measured. We will however try to address that in the next iteration as we develop our approach to measurement and defining Tier 4 measures.
4. Using existing strategies and plans: Outcomes in this framework are drawn from our existing strategies and plans wherever possible.
5. Our outcomes will be as all-encompassing as possible, and therefore refer to our 'residents' as our whole population, irrespective of demography, community, background age or need. We will, however, through our approach to measuring delivery of our outcomes understand how specific or targeted groups are being positively or negatively impacted by change in Newham
6. We have weaved in outcomes that are relevant to our five strategic principles explicitly wherever possible, and where these references are not explicit we will ensure that they are reflected in how we break-down and measure outcomes within the framework
7. We will use outcomes that can be easily benchmarked and compared with others, regionally, nationally or internationally in order for us to contextualise the insight we gather from the framework wherever possible

Establishing an outcomes hierarchy and theory of change



The four cross cutting priorities of *community wealth building, brighter futures, tackling racism and disproportionality* and *putting people at the heart of everything we do* cut across the entire framework, and will be priorities for measurement and tracking across all of our outcomes in the framework.

Shape of the current framework

Structure	What's in it
Tier 1: Vision	Our vision – a Happy Healthy and Well Newham
Tier 2: Strategic Outcomes	The eight pillars of Towards a Better Newham, **supported by, our long-term, top 24** strategic outcomes
Tier 3: Our intermediate Outcomes	Our intermediate outcomes that we want to realise change in over the coming **1-2 years,** broken down into 108 outcome statements
Tier 4: Service specific outcomes and outputs	These will be formed as a result of the service planning process and a review of our existing KPI set

The next eight slides break-down the outcomes framework into eight separate ***theories of change,*** one for each of the eight pillars of ***Towards a Better Newham***

Our strategic outcomes

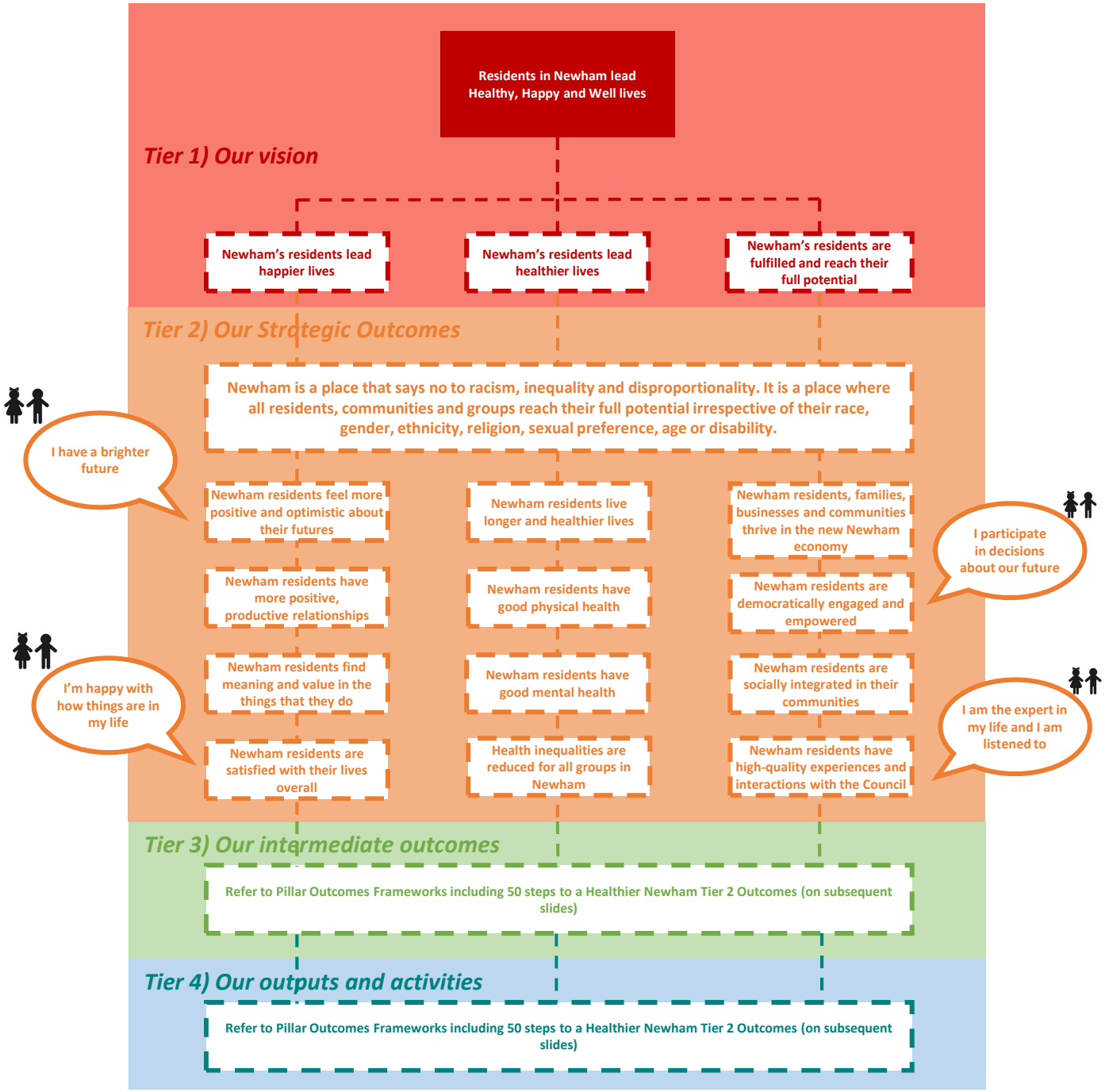
Newham Outcomes Framework

Our Strategic Outcomes

Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6	Pillar 7	Pillar 8
Our measures of success will be the health, happiness and wellbeing of our residents	The Council will ensure every resident under 25 is safe, happy and cared for, with positive activity to secure their long-term wellbeing	The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	The Council will make sure our residents are healthy, happy, safe and cared for to enable them to thrive during times of recession and in the new economy	We will enable every resident to live in an accessible and inclusive neighbourhood which will provide all their social, civic and economic essentials	We will become London's greenest local borough and economy	The Council will deliver genuinely high-quality and affordable homes for Newham	The Council will only welcome investment that secures a fair deal and a fairer economy for Newham
1.1 Newham's residents lead happier lives	2.1 Children and young people are cared for, safe and protected from harm	3.1 Newham's residents are supported and skilled to access and sustain quality employment	4.1 Newham's residents and communities are healthy	5.1 Newham is home to inclusive high streets which offer all social, civic and economic essentials	6.1 Newham achieves net zero by 2050	7.1 Genuinely affordable and appropriate housing for everyone who needs it	8.1 Newham's residents benefit from investment and growth
1.2 Newham's residents lead healthier lives	2.2 Children and young people are happy and enjoy improved wellbeing	3.2 Newham is an economically inclusive borough	4.2 Newham's residents are cared for	5.2 Newham's residents feel a sense of belonging and ownership to their neighbourhood	6.2 Newham is London's greenest local economy	7.2 Local people have influence in the future of their housing	8.2 Business and investment in Newham support community wealth building
1.3 Newham's residents are fulfilled and reach their full potential	2.3 Children and young people reach their full potential	3.3 Newham's residents are economically secure	4.3 Newham's communities are safe	5.3 Newham's neighbourhoods are accessible, green and attractive	6.3 Travel in Newham is green, safe and sustainable	7.3 Newham's homes are high quality and sustainable	8.3 Newham council in an exemplar in driving a fair deal and fair economy in Newham
1.4 Newham is a place that says no to racism, inequality and disproportionality					6.4 Newham's environment is green		

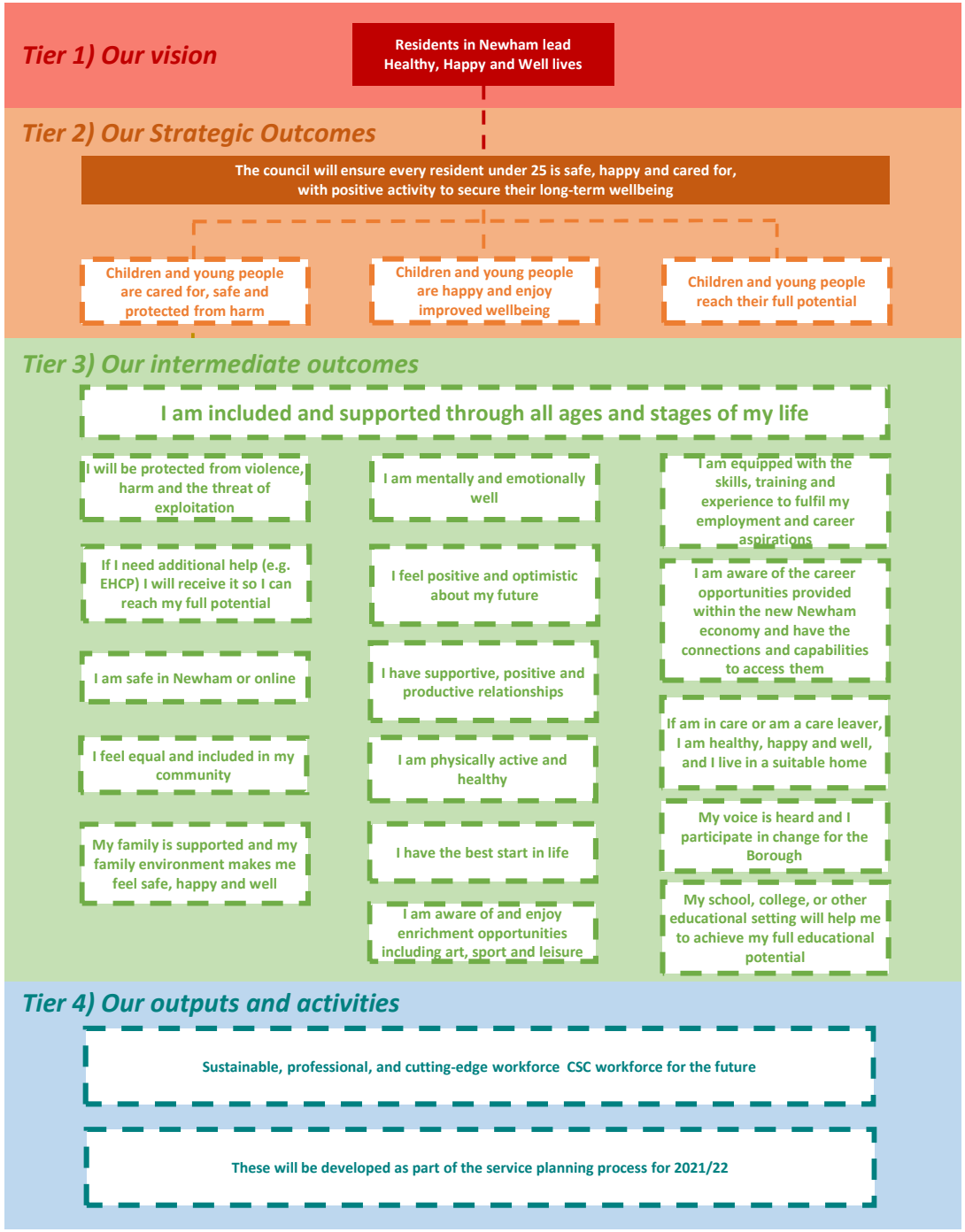
Our 108 intermediate outcomes and Corporate Delivery Plan underpinning our strategic outcomes

Newham Outcomes Framework – Pillar 1



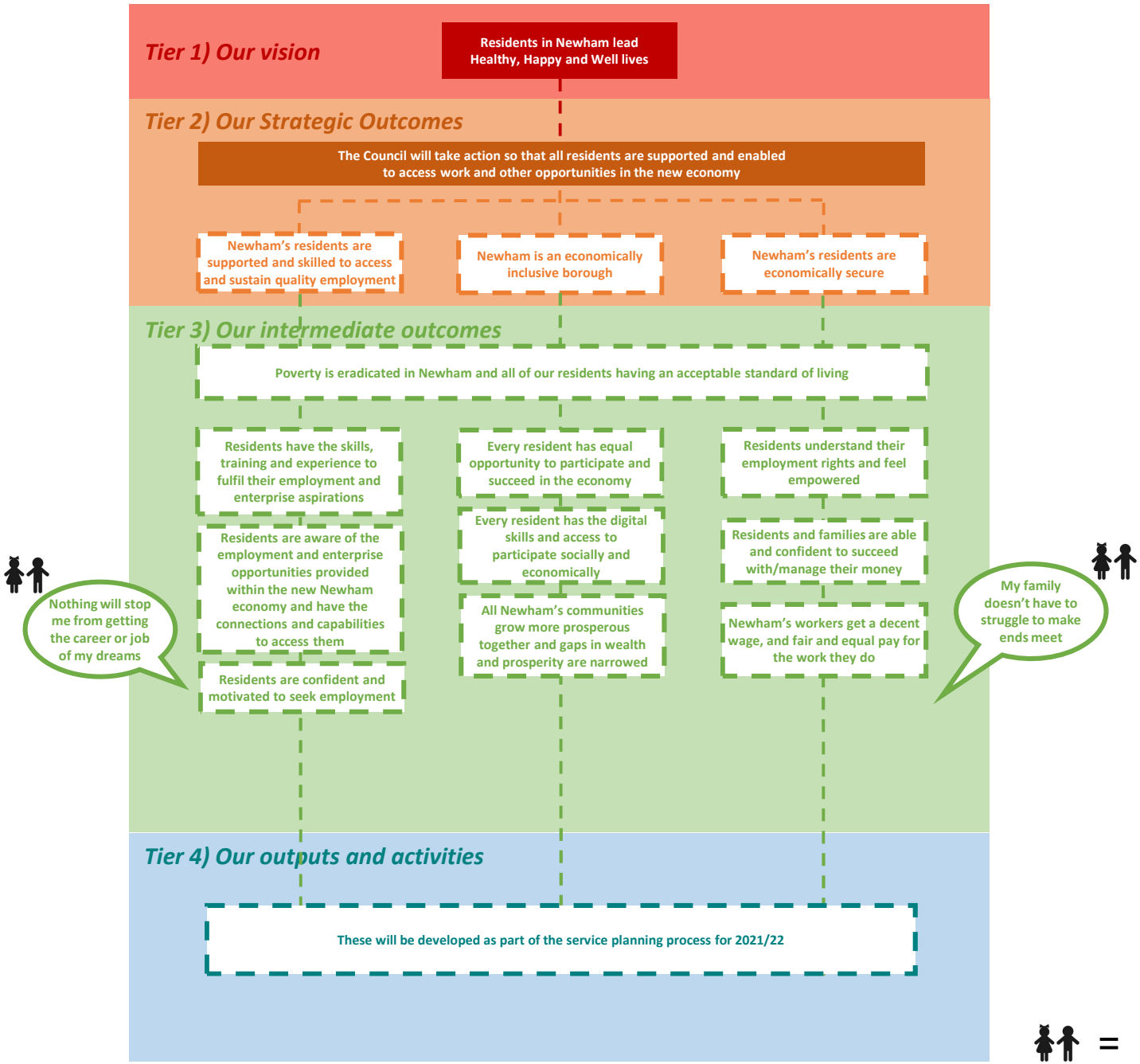
Newham Outcomes Framework – Pillar 2

Written in the voice of children and young people



= Voice of our children and young people

Newham Outcomes Framework – Pillar 3



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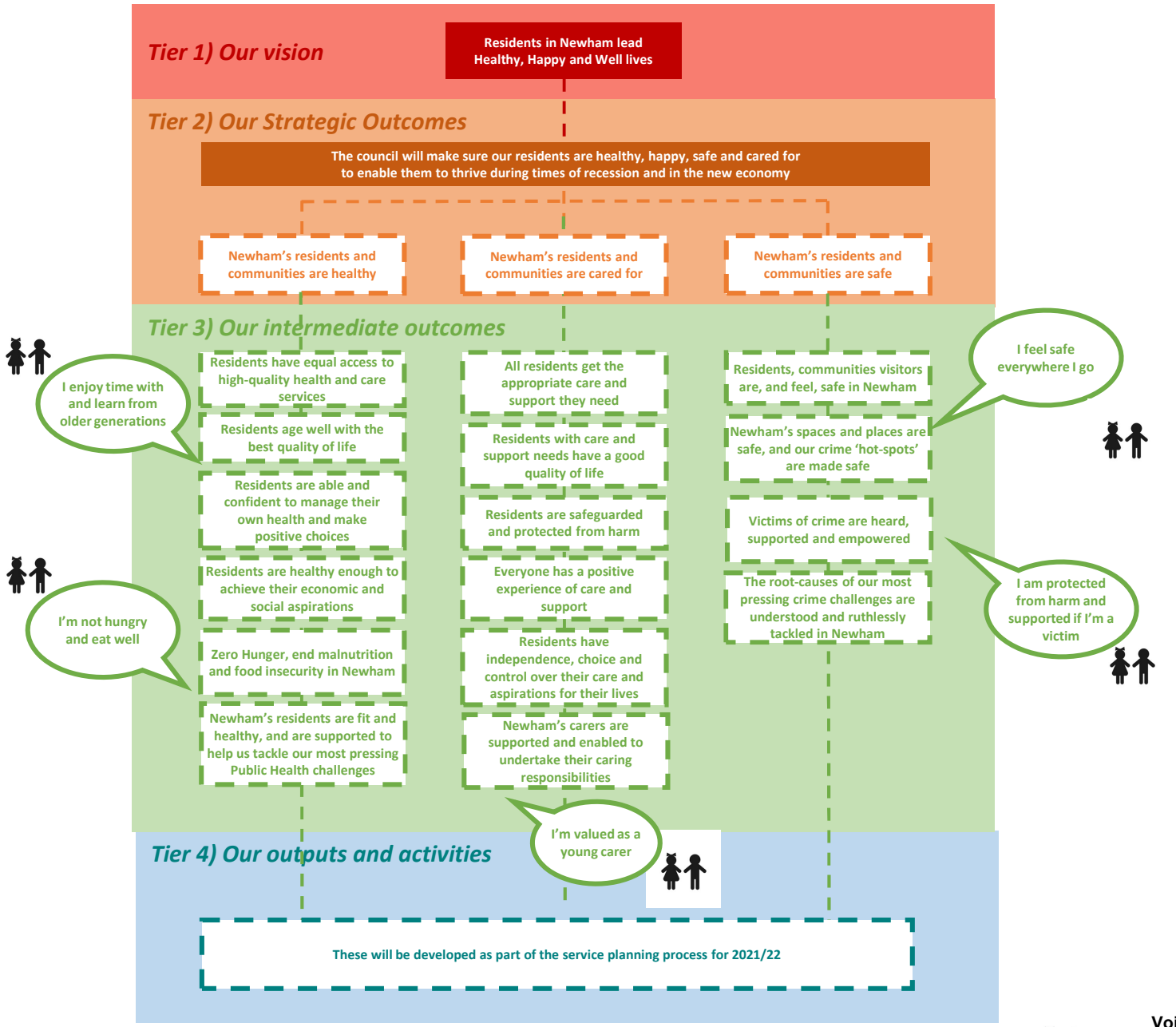
Newham Outcomes Framework – Pillar 4



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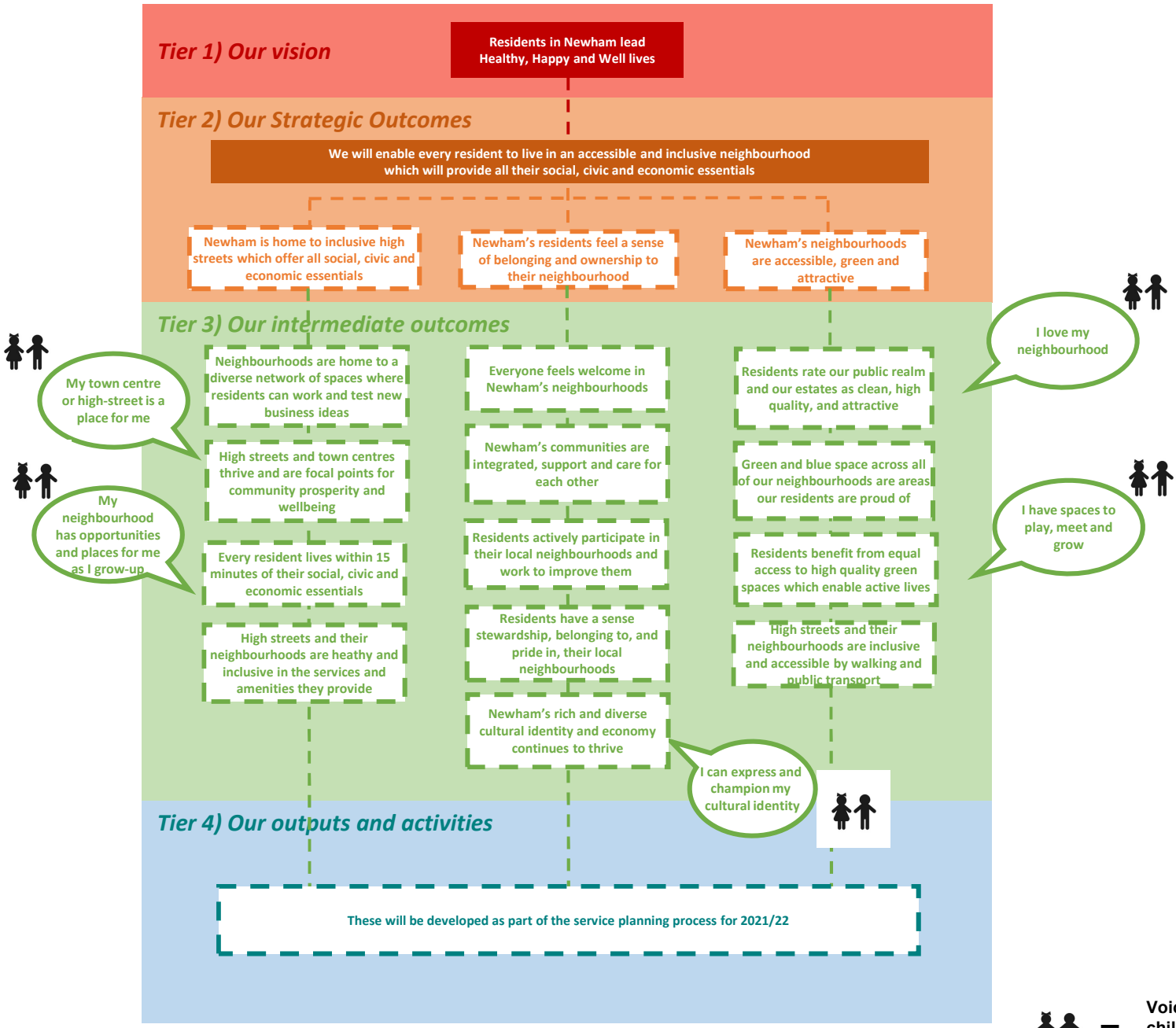
Newham Outcomes Framework – Pillar 5



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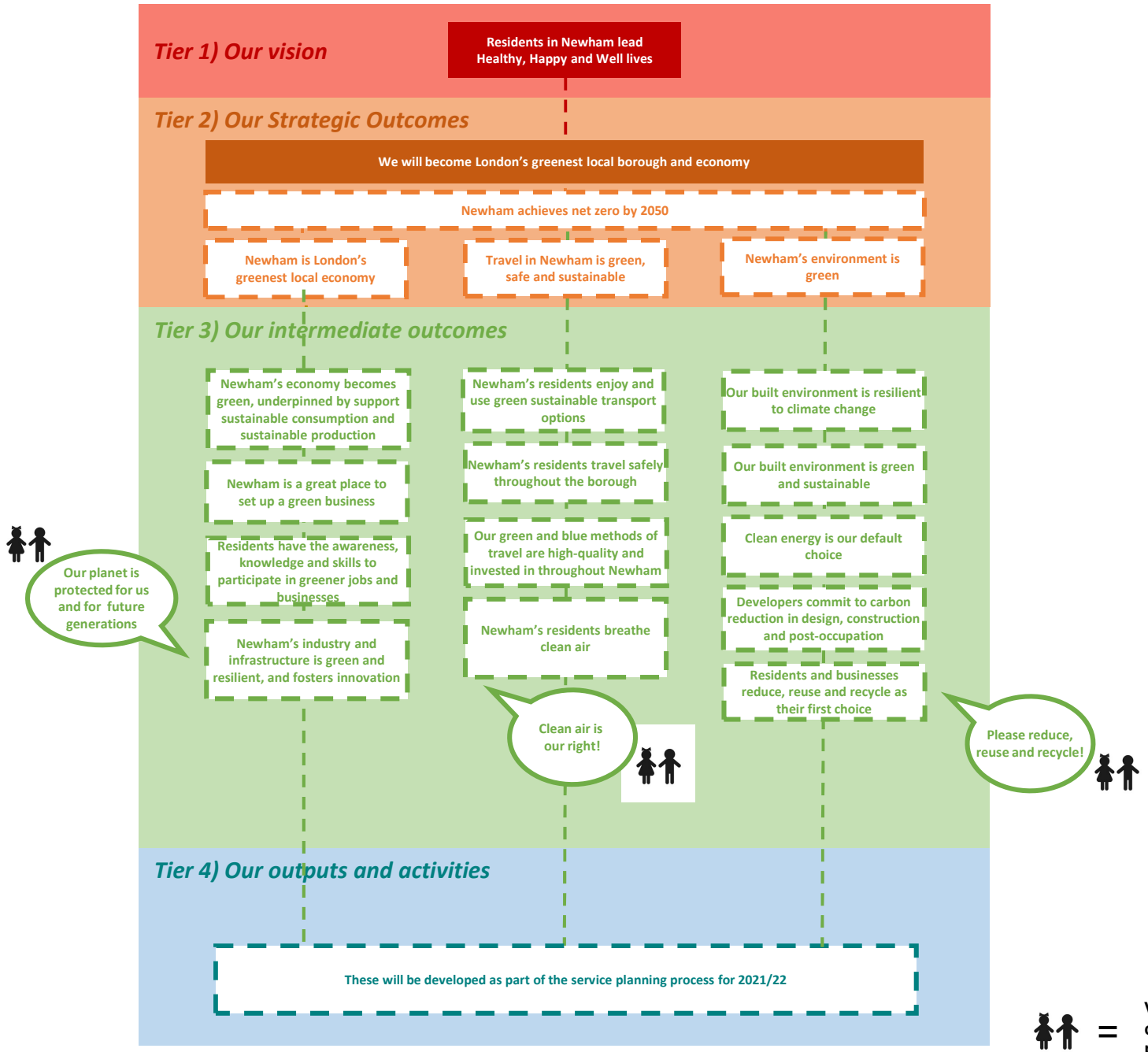
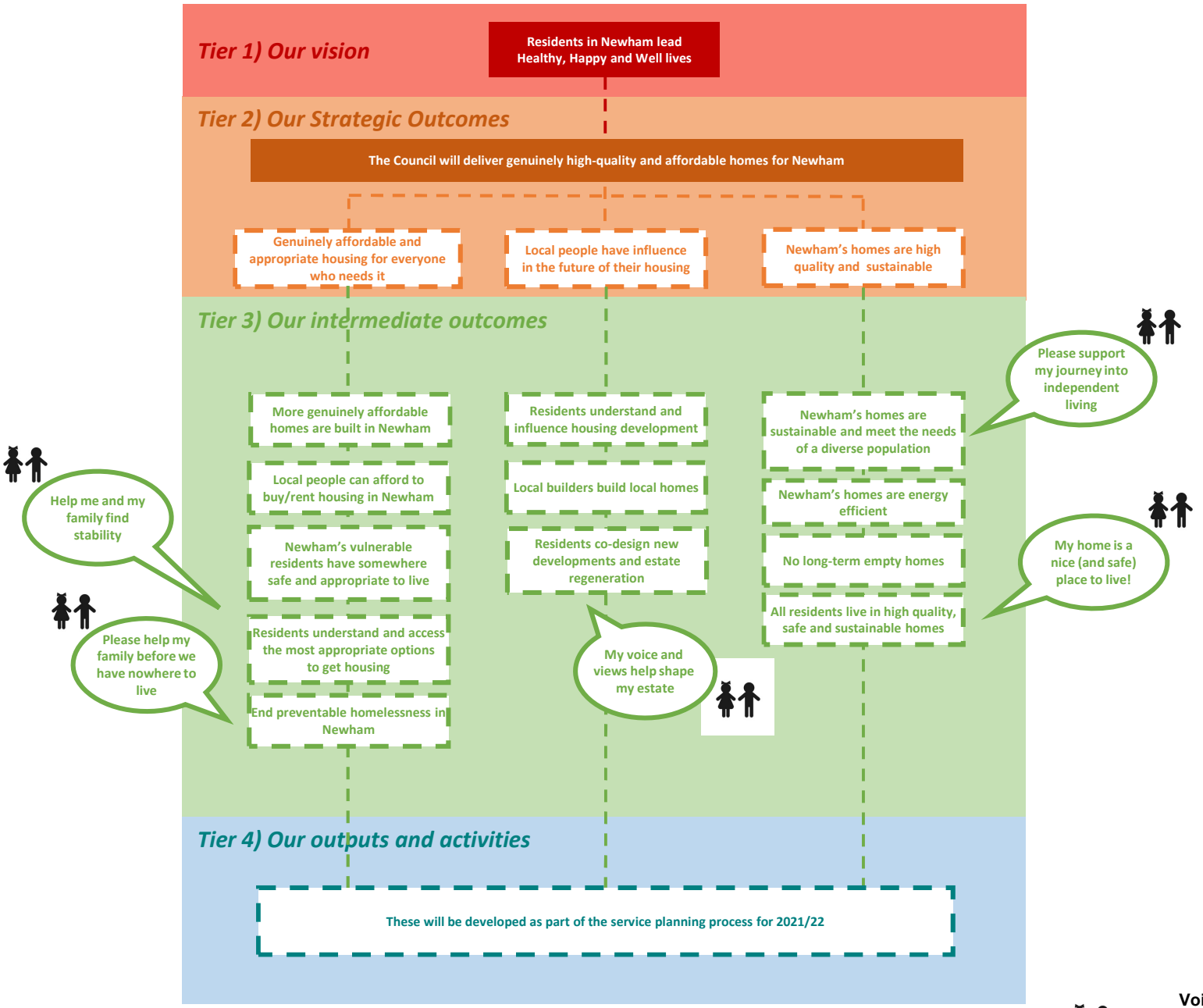
Newham Outcomes Framework – Pillar 6



Newham Outcomes Framework – Pillar 7



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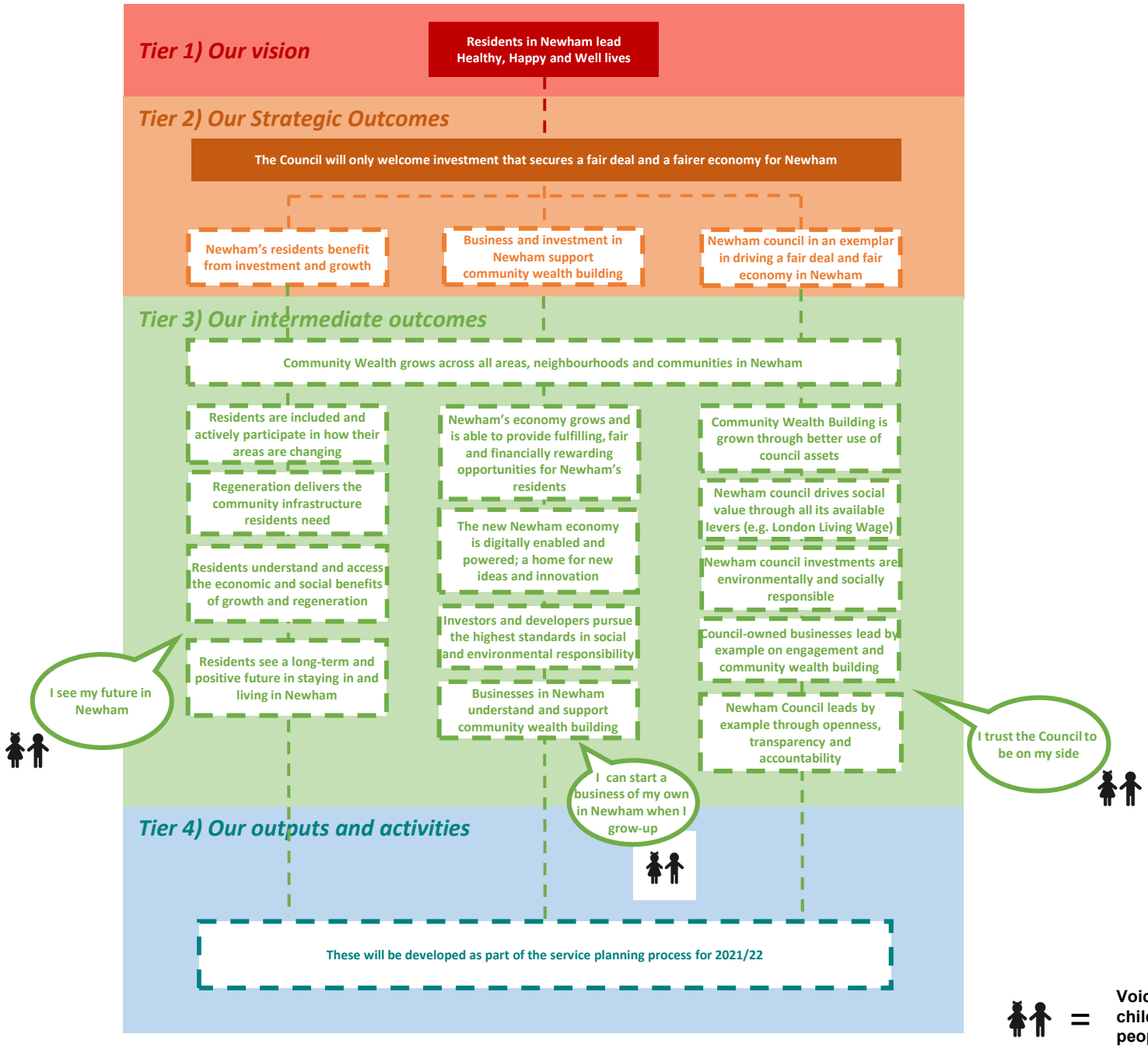
Newham Outcomes Framework – Pillar 8



What does this mean for our future approach to, monitoring, insight and research?

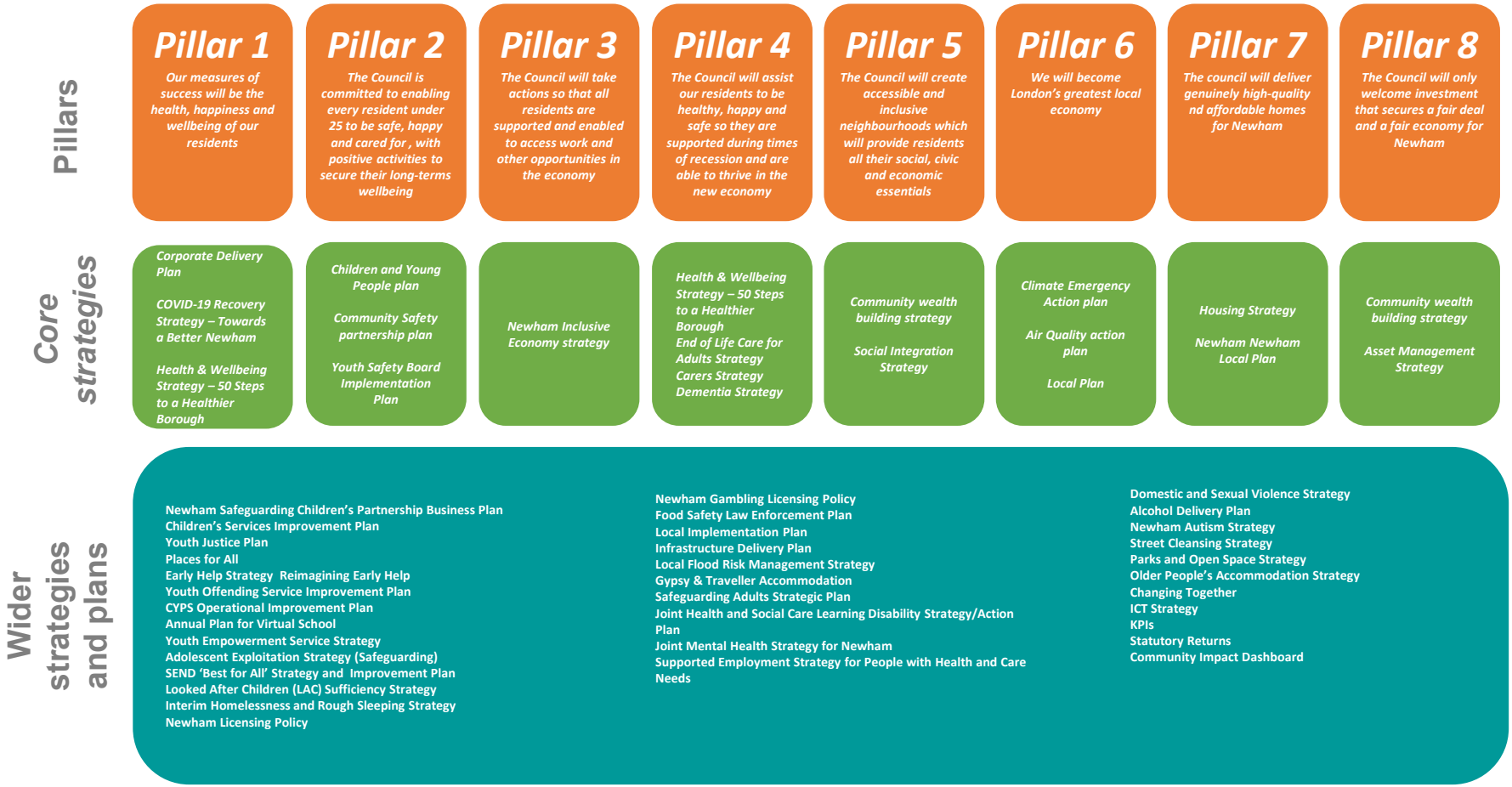
Theme	Current approach/capability	Future approach/capability
1) Borough-wide insight	➢ Annual Newham Survey ➢ Individual/theme specific surveys and research initiatives	➢ Annual and structured research and surveys programme for the year-ahead structured around the Newham Outcomes Framework. ➢ Surveys strengthen and improve our comparative insight vs. others wherever possible
2) Hyper-local insight	➢ Reliant on external programmes and projects (London Prosperity Board) – which are adjacent and not integrated	➢ Fully embedding the London Prosperity Board approach into our approach (and developing a strong ongoing partnership ➢ Dedicated insight programme to be developed dedicated to better understanding outcomes at a neighbourhood and hyper-local level
3) Data and data innovation	➢ Data warehouse often used for service-specific issues (customer and request-led) ➢ Limited join-up across the org and with external innovative data sets (e.g. GLA) ➢ Limited response to the open-data initiative	➢ Maximise the smart-cities opportunity for data in Newham ➢ Strategic forward plan for future use of data warehouse, including clearer and stronger use of and integration between systems (e.g. Data warehouse with GIS, Power-BI, Social Care, Place, Financial, Household and external sets and systems) ➢ Maximising use of new/innovative regional open data-sets from GLA and other bodies ➢ A Newham Open-Data plan for the 1-3 forward year ahead
4) Qualitative and ethnographic	➢ One-off qualitative research programmes, funded on a project-by-project basis	➢ Annual qualitative research programme, embedded and bedded-in to the O3D initiative and the Resident Engagement Forward Plan
5) Resident-led insight	➢ Limited resident-led insight, reliant on external bodies (London Prosperity Board) – which is adjacent and not integrated into our approah	➢ Develop a Newham Citizen Scientist Network (in partnership with the London Prosperity Board and emergent East London Citizen Scientist Network)
6) Monitoring and reporting	➢ Outputs and activities focussed ➢ Historic and now, in cases, not fit for purpose KPI's	➢ Move to outcomes focussed approach to monitoring and reporting, based on measures from the Newham Outcomes Framework – and embed into integrated performance reporting
7) Resourcing, capacity and capability	➢ Disparate resourcing across the organisation, without a strong overarching framework and approach	➢ Implement a clear, agreed and consistent model for the organisation, building on the findings of the BSMI review

To be supported and implemented by the Change and Insight team in partnership with services and the OneSource ICT service

Supplementary Slide A: Outcomes mapping matrix

TBN Pillar	STRATEGIC OUTCOME (TIER 2)	50 Steps to a Healthier Newham	Community Wealth Building	Inclusive Economy	Housing Strategy	Air Quality Action Plan	Climate Emergency Action Plan	Democracy Commission	Internal Controls	Brighter Futures
Pillar 1	1.1 Residents in Newham lead happier lives	X	X	X	X	X	X	X	X	X
	1.2 Residents in Newham lead healthier lives	X	X	X	X	X	X	X	X	X
	1.3 Residents in Newham are well, and enjoy improved wellbeing	X	X	X	X	X	X	X	X	X
Pillar 2	2.1 Children and young people are safe and protected from harm	X			X					X
	2.2 Children and young people and happy and enjoy improved wellbeing	X	X				X			X
	2.3 Children and young people are cared for and supported to reach their full potential	X						X		X
Pillar 3	3.1 Residents are supported and skilled to access and sustain quality employment		X	X						X
	3.2 Newham is an economically inclusive borough		X	X				X		X
	3.3 Residents feel economically secure		X	X						
Pillar 4	4.1 Newham's communities are healthy	X	X							X
	4.2 Newham residents are cared for	X			X					X
	4.3 Newham's communities are safe and cohesive	X	X		X					
Pillar 5	5.1 Accessible neighbourhoods which offer all social, civic and economic essentials	X		X				X		X
	5.2 All Newham residents feel a sense of belonging and ownership to their neighbourhood		X	X				X		X
	5.3 Our neighbourhoods are high quality, healthy and attractive	X		X	X					
Pillar 6	6.1 Newham is London's greenest local economy		X	X		X	X			
	6.2 Newham a healthy environment	X	X			X	X			X
	6.3 Newham achieves net zero by 2050		X			X	X			
Pillar 7	7.1 Enough genuinely affordable and appropriate housing for everyone who needs it	X			X					X
	7.2 Local people have a say in the future of housing		X		X			X		X
	7.3 Homes are high quality and sustainable	X			X		X			X
Pillar 8	8.1 Local people are positive about how their areas are changing		X					X		X
	8.2 Business and investment in Newham support community wealth building		X	X						
	8.3 Newham council leads by example to drive change		X	X	X			X	X	

Supplementary Slide B: Our strategic map (highlights)



Supplementary Slide C: Key strategies and plans reviewed (highlights)

- Corporate Plan
- COVID-19 Recovery Strategy – Towards a Better Newham
- Community Wealth Building Strategy
- Health & Wellbeing Strategy – 50 Steps to a Healthier Borough
- Social Integration Strategy
- Newham Community Safety Partnership Plan
- Children and Young People Plan
- Newham Safeguarding Children's Partnership Business Plan
- Newham Local Plan
- Asset Management Strategy
- Children's Services Improvement Plan
- Youth Justice Plan
- Places for All
- Youth Safety Board Implementation Plan
- Early Help Strategy Reimagining Early Help
- Youth Offending Service Improvement Plan
- CYPS Operational Improvement Plan
- Annual Plan for Virtual School
- Youth Empowerment Service Strategy
- Adolescent Exploitation Strategy (Safeguarding)
- SEND 'Best for All' Strategy and Improvement Plan
- Looked After Children (LAC) Sufficiency Strategy
- Interim Homelessness and Rough Sleeping Strategy
- Housing Strategy
- Newham Inclusive Economy Strategy
- Newham Licensing Policy
- Newham Gambling Licensing Policy
- Food Safety Law Enforcement Plan
- Air Quality Action Plan
- Local Implementation Plan
- Infrastructure Delivery Plan
- Local Flood Risk Management Strategy
- End of Life Care for Adults Strategy
- Carers Strategy
- Dementia Strategy
- Gypsy & Traveller Accommodation
- Safeguarding Adults Strategic Plan
- Joint Health and Social Care Learning Disability Strategy/Action Plan
- Joint Mental Health Strategy for Newham
- Supported Employment Strategy for People with Health and Care Needs
- Domestic and Sexual Violence Strategy
- Alcohol Delivery Plan
- Newham Autism Strategy
- Street Cleansing Strategy
- Parks and Open Space Strategy
- Older People's Accommodation Strategy
- Changing Together
- ICT Strategy
- KPIs
- Statutory Returns
- Community Impact Dashboard