

LONDON BOROUGH OF NEWHAM

CABINET BRIEFING

Report title	Towards a Better Newham: Quarterly progress and performance report October-December 2020.	
Date of Meeting	Cabinet Meeting on 9 th March, 2020.	
Lead Officer & contact details	James Partis, Director, Change and Insight.	
Director, Job title	Jessica Crowe, Corporate Director, People, Policy & Performance.	
Lead Member	Rokhsana Fiaz, Mayor of Newham.	
Key Decision?	No	Reasons: N/A
Wards Affected	All	
Appendices (if any)	<ol style="list-style-type: none">1. Corporate Delivery Plan Monitoring Report; including progress made against the delivery plan – December 2020.2. Delivery exceptions (red-rated items), and associated requested revised delivery timescales3. Requested revisions to the Corporate Delivery Plan (and revised delivery dates recommended).4. December 2020 report on the existing corporate and service level performance data by exception.	

1. EXECUTIVE SUMMARY

1.1 This paper covers updates on progress of delivering the Towards a Better Newham Strategy:

- the monitoring report on the new Towards a Better Newham Corporate Delivery Plan (by exception) which was agreed at Cabinet on 3rd November 2020
- the December report on the existing corporate and service level performance data by exception.

2. RECOMMENDATIONS

2.1 For the reasons set out in the report and its appendices, the following recommendations are made:

- note the progress and achievements as at December 2020 in delivery of Towards a Better Newham and the Corporate Delivery Plan in Appendix 1
- agree the delivery exceptions (red-rated items), and associated requested revised delivery timescales as set out in Appendix 2
- note and agree the requested revisions to the Corporate Delivery Plan (and revised delivery dates recommended) listed in Appendix 3

- note the December report on the existing corporate and service level performance data by exception in Appendix 4
- agree that Lead Members should work with the Corporate Management Team and Directors to address emerging trends and areas for improvement.

3. BACKGROUND

- 3.1 Covid-19 has brought into sharp focus the structural weaknesses in our economy that have given rise to persistent issues such as poverty, financial isolation, inequality, lack of social mobility, precarious housing conditions and poor health outcomes. This has led the Council to recognise the need for a step-change in our approach, focussing upon quality of life and wellbeing for those who have been hit so hard.
- 3.2 Consequently, in November 2020, Cabinet approved the ‘Towards a Better Newham’ strategy which sets out the Council’s ambitious plan to support our residents, communities and businesses to recover the unprecedented impact of COVID-19 and to begin work to reorient to create an inclusive economy for Newham for the future. It also outlines measures to help people to lead healthier and happier lives; make Newham the best place for children and young people to grow and thrive; tackle racism and inequality; put people at the heart of decision making, and ensure local communities benefit from long-term inclusive prosperity.
- 3.3 As a key part of agreeing our new strategy, and our core mission of maintaining the highest levels transparency and democratic accountability, this paper is the first quarterly monitoring report on progress in relation to the delivery of Towards a Better Newham and the Corporate Delivery Plan. It follows through on the commitment made by Cabinet to provide progress updates on a regular basis to residents, communities and businesses on how we are delivering for them as an organisation.

4. CONSIDERATIONS & PROPOSALS

- 4.1 The strategy is centred around the Newham Strategic Framework (2020-2022) agreed by Cabinet in November 2020 (attached at appendix X) and is built on five strategic principles that will guide everything we do, driven by eight “pillars” of action that sets out the delivery roadmap for change over the coming 18 month period. Our strategy is underpinned by a comprehensive and cross-organisational Corporate Delivery Plan which sets out our major commitments, deliverables and milestones for the organisation for the coming period:
- Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents, rather than growth, productivity and land value.
 - Pillar 2: The Council will ensure every resident under 25 is safe, happy and cared for, with positive activity to secure their long-term wellbeing

- Pillar 3: The Council will take action to ensure all residents are supported and enabled to access work and other opportunities in the new economy
- Pillar 4: 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
- Pillar 5: The Council will enable every resident to live in an accessible and inclusive neighbourhood which will provide all of their social, civic and economic essentials
- Pillar 6: We will become London's greenest local economy
- Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham
- Pillar 8: The Council will only welcome investment that secures a Fair Deal and Good Growth for Newham

4.2 Each Pillar has a set of strategic objectives, alongside key actions the council will take to deliver them which are monitored monthly and reported to the Corporate Management Team and Lead Members.

5. DELIVERING COUNCIL POLICY AND CORPORATE PRIORITIES

Delivery of Towards a Better Newham and our Corporate Delivery Plan

- 5.1 This report summarises progress in relation to delivery of Towards a Better Newham and the Corporate Delivery Plan.
- 5.2 Since the inception of our Towards a Better Newham Strategy, national government has since announced an additional range of emergency measures to tackle the national escalation on serious illness and hospitalisations arising from the pandemic. This has, naturally, had an impact on our expectations and aspirations for delivery of our Towards a Better Newham Strategy. However, in spite of this, out of the 330 actions contained in the Corporate Delivery Plan 59% are either on track or completed. This is a significant and positive direction of travel; especially under the prevailing challenges. The overall summary of our progress is as follows (details is at Appendix 1):
- 46 actions have been completed.
 - 151 are 'on track' to be delivered by the original delivery date.
 - 79 actions have been categorised as being 'on track to be delivered by the delivery date but with risk'.
 - 46 actions have been categorised as 'off-track' and will not be delivered by the delivery date. These have been identified in Appendix 2. Extension requests with new proposed dates is being presented to Cabinet for approval.

A live and iterating strategy

- 5.3 The covid-19 pandemic continues to impact on the delivery of our plans. The Council's response has included re-prioritisation and redirection of resources in order to save lives as well as maintain frontline priority services. This has

resulted in the identification of some actions in the Corporate Delivery Plan which are either delayed or are on track to deliver but there exists risks that must be addressed with appropriate remedial actions. Cabinet are asked to agree the delivery exceptions (red-rated items), and associated requested revised delivery timescales as set out in Appendix 2.

- 5.4 During the December monitoring of the plan a number of requests were made by Directors to either delete (due to duplication), or amend the Delivery Plan actions. Where this made sense and did not fundamentally change the meaning of the activity this was actioned (where change of ownership was required both parties were engaged and agreed the transfer). Cabinet are asked to endorse the proposal to delete and/or amend the actions shown in Appendix 3.

Our core performance indicators – and the development of the Newham Outcomes Framework

- 5.5 In November 2020 Cabinet agreed to develop a new outcomes framework for the council focused on the eight pillars of Towards a Better Newham. Establishing an outcomes framework for Newham will enable us to firmly establish health, happiness and well-being as our measures for success and to therefore drive strategic change and improvement across Newham. The framework will also enable effective measurement of the impact of the strategy and redefine the council's performance framework, establishing a golden thread throughout the organisation from the aims and intentions of Towards a Better Newham and business and planning arrangements across the organisation.
- 5.6 The new Newham Outcomes Framework is being presented to Cabinet in March for agreement. Subsequently, the performance measures will be aligned to mirror the Outcome Framework driven by the Eight Pillars. Until then our measures continue to be organised according to the March 2020 priorities.
- 5.7 Appendix 4 presents the breakdown of measures (with details and narrative) across services identified according to their direction of travel and how they meet the agreed Exception Criteria (exceptions are defined as indicators that are RAG-rated as Red -off-track, or have significantly improved by moving to green, or have changed substantially in terms of trajectory). As this is the last reporting round for this range of indicators, we have included exceptions arising the full KPI indicator set from the existing performance framework for completeness in advance of moving to our new framework as part of the establishment of the Newham Outcomes Framework.
- 5.8 For December 2020, 32% (61 out of 188) have been selected as exceptions. A significant number of exceptions are cited as being impacted on by Covid-19 during this reporting period. There are also more likely to be areas where there have been an indirect impact but not specified. Where services have closed, the context of measuring performance changes. For example the use of libraries, children centres and the East Ham Customer Service Centre figures

have been affected. The impact of Covid-19 restrictions imposed on services can be seen in a number of areas including: Council tax collection rate, number of fixed penalty notices issued for fly-tipping, littering, and food safety enforcement.

- 5.9 The following exceptions have been identified with a focus on the impact of COVID-19. More detail is provided in Appendix 4. This report follows our directorate structure; but will be revised to align with our new priorities and outcome framework from April 2021.

Towards a Better Newham – strategic quarterly update

- 5.10 This section of the report outlines a strategic summary of progress, issues and exceptions relating to the delivery of our Towards a Better Newham strategy on a pillar-by-pillar basis. It follows on, and is based on, our refreshed internal performance management framework and processes which have resulted in monthly directorate-based reporting on progress, and a ‘first-quarter’ review of the delivery of the strategy. These processes have supported the strategy in two ways, one by ensuring consistent visibility and grip on delivery, and two, by enabling Towards a Better Newham to remain a **live and iterative** strategy which is able to pivot and respond to ever-more dynamic and challenging conditions that we, our residents, communities and businesses are being required to operate in.

Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents, rather than growth, productivity and land value.

Key achievements: Since the inception of Towards a Better Newham, a significant amount of progress has been made in researching and developing our approach to shifting our measures of success to the health, happiness and wellbeing of our residents. The following elements of our delivery plan have been delivered:

- 1) We have developed the first iteration of the **Newham Outcomes Framework** which will set the baseline and approach to how we measure success across the entirety of our Towards a Better Newham strategy, and organisation as a whole. This is being considered separately at today’s Cabinet meeting.
- 2) Informing the above, the Council has researched a wide-range international, national and regional best-practice approaches in measuring happiness, health and wellbeing as measures of success
- 3) Progress has been made in identifying opportunities to establish academic and external research partnerships to support the overarching approach
- 4) We have defined our future approach to research, insight and data that will support and enable the new focus, this is also outlined in the supporting report relating to the **Newham Outcomes Framework**
- 5) Development and agreement of our **Towards a Better Newham Budget** which aligns our budgetary plans and commitments behind our key strategic principles and delivery plans for the coming financial period. The budget positively secured for our residents:

- £169m investment in new council homes, with the first properties available soon
- £70m to improve existing council homes
- £36m to create new school places for Newham's children
- £11million for Brighter Futures, including youth empowerment and early help
- Maintaining weekly bin collections
- Keeping each one of Newham's 10 libraries open
- Protecting the Council Tax Support Scheme, which guarantees support for low income households who are unable to pay the charge
- Continuing to pay all council staff at least the London Living Wage, and insisting that all contractors do the same
- Investing in the environment, including sustainable transport, clean air schemes and parks maintenance
- Supporting better public health.

Exceptions and reporting: As the reporting framework for this pillar is new and will be at the core of the Newham Outcomes Framework, there are no exceptions to report on this pillar for this quarterly report.

Pillar 2: The Council will ensure every resident under 25 is safe, happy and cared for, with positive activity to secure their long-term wellbeing

Key achievements: In addition to responding to the live challenge of the pandemic and the pandemic response for our children and young people, activity has continued at pace in this area across a broad-range of key deliverables and commitments relating to Pillar 2. The following elements of the delivery plan have been delivered:

- The Newham Year of the Young Person (2021) programme launched and the associated wide-range of activities now in-train to ensure we approach 2021 with optimism and hope for children and young people in Newham
- The establishment of the Youth Empowerment Service (YES) of 40 youth workers; in Dec 2019 a Youth Safety Board (YSB) report recommended young people are supported with pathways to education and training, particularly those most at risk from violence
- Successful development and launch of our Youth Health Champions programme, linking our young people to vital peer-to-peer support and advice now and in the future throughout the pandemic response and crisis
- Approval obtained for the Youth Empowerment Fund (YEF) and subsequent launch of the YEF programme of activity now in train
- Our Newham kick-start framework is now in place, with 60 placements secured for Newham's children and young people, and an additional 40 interviews planned imminently due to be concluded to bring our initial total of kick-start placements to over 100 in the near
- Development of the Adolescent Exploitation Strategy

- Re-brand and launch of 'Our Newham – Work, Money, Youth' – our dedicated support offer to young people to connect them to employment and opportunity now and in the post-COVID economy
- Our recent CYP OFSTED Monitoring visit showed significant progress being made in a number of key areas

Delivery exceptions: While significant progress has been made in the key areas outlined above, there are a number of key exceptions to report in relation to performance in this area:

- 1) **Children's Social Care Workforce Development Strategy (planned for full implementation in March 2022)** Our plans to develop and Implement a Children's Social Care Workforce Development Strategy have also been impacted by COVID. A new delivery plan is being developed by CYP services in consultation with key support services
- 2) **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 (due for full implementation March 2022).** This area of work, in close work with our partners, has also faced significant challenges in relation to responding to the pressures raised by COVID on our organisation, residents and communities. A rapid review of the improvement programme plan is underway, with strong and clear oversight from our Director of Children's Services built into the future approach.

Performance highlights and exceptions:

- **Special Education Needs (SEN):** The impact of Covid-19 on the assessment process and timeliness is now evident. In December 77% (10 out of 13) of **the total Education, Health and Care Plan (EHCP) issued** were delayed as a result of late advice received from professionals. Going forward, we expect this trend to continue until some normality to life is restored. The performance has further been affected as the team has been unable to use its draft plan writing service (outsourced) since October 2020. The average number of new EHCPs issued each month in 20/21 is 39 with a total of 714 EHCPs issued over an 18 month period, of those 20% were issued within the statutory timeframe. During 2019, 60.4% plans were completed within the statutory timescale in England, and in Newham the figure was 23.6% (a considerable improvement on the previous year when Newham's outturn was 1.9% - the lowest in England).
- At the end of December 2020, 17.7% of **children on Child Protection Plans (67 children) had been on a plan for 12 months** or more, which is a reduction in the previous month. The percentage is now on a par with our statistical neighbours and England averages and the target needs to be adjusted to match statistical neighbours.
- The **rate of re-referrals** have increased to 19% in December. There has been a steady increase in re-referrals in recent months. This is due to Covid-19 and the overall increased contacts received by Multi-Agency Safeguarding Hub (MASH) from September to December 20 compared to the previous

year. Although there has been an increase in the past three months, the data shows that the overall re-referrals year to date is at 16.8%, which is lower than our statistical neighbours, London and England Average.

- There were 1,074 **service users who received family support** in 2020/21 Q2 - this is an increase on the same period the previous year of 63%. Although Covid-19 has generally seen a negative impact on services and access, family support has remained a focus for Better Start in Life (BSiL) during this crisis to ensure that our most vulnerable families do not fall through the net. The children's centres have also taken on additional responsibilities during this time and have supported Keeping in Touch calls with families of Special educational needs and disabilities (SEND) children, as well as some acting as distribution hubs for food parcels/family boxes/formula milk etc. In total, 2,289 service users received family support in 2019/20 which is 8.3% decrease on the previous year.
- There were 1,432 **unique children aged 0-4 that attended Stay and Play sessions** in 2020/21 Q2. This is a reduction of 54.2% compared to the same quarter the previous year. This decrease is due to Covid-19 and children's centres having to stop providing universal face-to-face sessions which account for the majority of our contacts. The total number of unique 0-4 year olds attending a stay and play session in 2019/20 was 6,629, which is a 7.4% decrease compared to the previous year. Work has been undertaken to increase the number of Stay and Play sessions on offer, as they are the core source of turning families away from provision.

Pillar 3: The Council will take action to ensure all residents are supported and enabled to access work and other opportunities in the new economy

Key achievements: In addition to responding to the live challenge of the pandemic a range of critical achievements have been delivered in this area. The following elements of the delivery plan have been delivered over the last period:

- We have transformed our approach to debt-collection in light of the COVID crisis through the adoption a community-wealth building focus to ensuring that our residents receive the early-help and support they need if they come into financial difficulty through our new Our Newham Money. We have also secured pilot funding from the LGA Behavioural Insights programme (£20,000) to pilot new and innovative approaches to our debt offer to help residents make the best-use of the support available to them during this difficult time
- Launched Our Newham Virtual apprenticeship week to promote internal and external apprenticeship opportunities across Newham
- Re-launched a range of community wealth building economic support services under the Our Newham banner to better target and engage our residents on the wide-support offer that is available to them

Exceptions and reporting: While significant progress has been made in the key areas outlined above, there are a number of key exceptions to report in relation to performance in this area:

- **Ref: 098 Develop a new skills/apprenticeship/internship offer:** the timescales for delivery of this item have been delayed as a result of the impact of COVID and internal restructuring of the Community Wealth Building department
- **Ref: 107 Work with TUC and Unions active in the borough to promote routes to organising for local employees:** As above

Key performance indicators:

- **Total Claimant Count (Job Seekers Allowance plus Universal Credit Claimants actively seeking work):** Newham's claimant count rose by almost 18,000 between March and November 2020, up from 8,170 in March to 26,080 in November 2020. As a % of the working age population in Newham, claimants have risen from 3.3% to 10.5% since March 2020. Whilst Covid-19 has resulted in rises in the claimant count across the country, benchmarking indicates that there has been a bigger impact in Newham than on average in London with claimants making up 8.1% of the working age population overall across London.
- **Percentage of council tax collected:** Collection rates this year have been impacted by Covid-19 with a decision taken at the start of the year to suspend recovery action and to offer payment holidays to those struggling as a result. Collection levels continue to be impacted by the economic and administrative impacts of the Covid pandemic. Increases in financial stress on residents and the phased return of recovery activity mean that collection remains below normal levels. Latest available London wide benchmarking data is to the end of 2019/20 which indicates that 96.5% of Council Tax was collected on average in London, compared to 95.93% in Newham.
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Pillar 4: 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

Key achievements: In addition to responding to the live challenge of the pandemic a range of critical achievements have been delivered in this area. The following elements of our pillar action plan have been delivered over the last period:

- We have rapidly scaled-up our local community Covid-19 testing and tracing offer to our residents, making Newham a place with one of the highest numbers of local test centres in the Country.
- We have also been working extremely closely with our health partners to support the national vaccination roll-out programme for Newham's residents
- Mobilised a significant response to the food security challenges our residents have faced over the Christmas period, including mobilising £6m in investment in food initiatives, either directly through our HelpNewham service, or through the Newham Food Alliance, to get food to those who most need it in the borough

- Worked across our partnership to establish our Health Champions Network of over 300 health champions who have worked tirelessly to support our residents through the covid crisis
- Supported 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
- Continued close working with our network of care homes and care providers to ensure they are able to continue to support and safeguard our most vulnerable residents over the difficult winter-period
- Delivered against the major aspirations of our winter-plan in partnership with our wide-range of health providers and partners across the borough

Delivery exceptions: While significant progress has been made in the key areas outlined above, there are a number of key exceptions to report in relation to performance in this area:

- **Ref129: Explore short term interventions and new service offers that can be implemented to reduce the need for ongoing care:** As a result of responding to the covid crisis and latest lockdown these deliverables are being re-programmed for August 2021.
- **Ref130: 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:** As a result of responding to the covid crisis and latest lockdown these deliverables are being re-programmed for August 2021.
- **Ref145: 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:** As a result of responding to the covid crisis and latest lockdown these deliverables are being re-programmed for August 2021.

Key performance indicators:

- **Customers reviewed or re-assessed:** 52.0% of customers have been reviewed or re-assessed since April-20. Reviews performance is 8.3% below Q3 target (60%) and 4.17% below the same period last year. Disruption caused by Covid-19 and the increased volume of customers receiving a long term service, are the contributing factors for the review outturn. Staff from the Review Team were redeployed to other priority areas during the emergency period. However, all Adult Social Care customers have received a welfare check between March and July. A smaller priority group of customers were also welfare checked in November.
- **Percentage of safeguarding enquiries where a risk was identified and the risk was removed or reduced:** 92.8% of safeguarding enquiries resulted in the risk being reduced or removed this year to date. Performance is above target and doing well against National and London averages. The number of completed enquiries has decreased compared to the same point last year due to the coronavirus visiting restrictions on practitioners, resulting in higher numbers of active enquiries remaining open.

Pillar 5: The Council will enable every resident to live in an accessible and inclusive neighbourhood which will provide all of their social, civic and economic essentials

Key achievements: In addition to responding to the live challenge of the pandemic a range of critical achievements have been delivered in this area. The following elements of our pillar action plan have been delivered over the last period:

- We have launched the commissioning of a new VCSF infrastructure body, cementing in the positive strides we have made in joint-working with Newham's Voluntary, Community and Faith sector
- Publishing of the findings from the Queens Market Good Growth Community Engagement exercise
- Progress delivery of the Green Street Good Growth Fund programme (working with the GLA to scope opportunities for additional funding), securing £1.2m in funding for the future programme
- Completion of scoping works on the future economic evolution of Beckton and North Woolwich, placing the focus on the role of local high streets and town centres within this

Delivery exceptions: While significant progress has been made in the key areas outlined above, there are a number of key exceptions to report in relation to performance in this area:

- **Ref154: 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.** This programme is under-review as a result of ongoing discussions with our police partners to clarify the best-route for recruiting young-people to conduct supported test purchases as part of this work.
- **Ref156: Develop a new Community Safety Strategy for Newham:** The community safety Strategic Assessment will be signed off by the Community Safety Partnership in its January 2021 meeting and will make a decision on local priorities. These will direct the strategy development by June 2021
- **Ref157: Develop a new Hate Crime Strategy for Newham:** An assessment of Hate crime across the borough is outstanding and the delivery work is spread across council directorates. Once an assessment is done the coordination of services will be done. Proposed new date is June 21

Key performance indicators:

- **Anti-social Behaviour (ASB) levels:** - Police recorded CAD (Computer Aided Dispatch) calls: Performance for the year to December 2020 shows an increase in police recorded ASB, 113.5%, (8968 calls) when compared with the same cumulative period last year (16872 vs 7904). In comparison council reported ASB has seen a decrease by -16.2% (-1595 calls) when

compared with the same period last year. Monthly performance shows a 67.2% increase in police recorded CAD ASB calls (504 calls) when compared with the same period last year (1254 vs 750).

- **Waste in Front Gardens - Notices Issued:** Performance for the year up till Dec 2020, shows a -82.1% decrease (1839) in waste in front gardens enforcement warnings and notices issued when compared with the same period last year (400 vs 2239). Current monthly performance shows a -80.8% reduction in total enforcement notices issued (-139) when compared with the same period last year (33 vs 172). A focused approach to neighbourhood enforcement has led to clearer guidance and better community relationships, resulting in greater compliance.
- **Total number of Fixed Penalty Notices issued for Fly-tipping, Littering and Other:** the number of FPNs issued has declined significantly. Performance for the year up till Dec 2020, shows that 458 FPN have been issued, this is compared with 1,679 for the same cumulative period last year. Monthly performance shows that 9 Fly tipping FPNs had been issued, 10 for Littering, and 17 for all other FPNs.

Pillar 6: We will become London's greenest local economy

Key achievements: In addition to responding to the live challenge of the pandemic a range of critical achievements have been delivered in this area. The following elements of our pillar action plan have been delivered over the last period:

- Completed our trial of operating a weekly recycling and collection service, with proposals to now roll this out borough-wide to all Newham residents as part of our ongoing commitment to reduce, reuse and recycle as much as we can
- We have completed the procurement of a new Homecare contract, ensuring improved outcomes are achieved, and the values at the heart of our climate emergency action plan are built into the supply chain going forward
- Review the impact of our #NewhamSavesFood campaign as part of our wider roll-out of food sustainability activities
- Kicked-off our internationally-backed food insecurity initiative, funded by the Health Foundation, to continue to ensure we support our residents, and to tackle food insecurity across Newham
- We have continued delivery across a range of action-areas as set out by our Climate Emergency and Air Quality action plans over the previous period
- We have begun greening our fleet, with 9 fully electric vehicles operational, and an extra 30 fully electric vehicles planned to become operational over the course of 2021
- Work has been completed at our Folkestone Road Depot to increase the number of electric charging units available to our fleet to provide a sustainable base to operate on in the future
- Work has continued at pace through our TfL Streetspace Plan funded programme, which has created more safe space for walking and cycling in a number of locations across the Borough

- Work has continued at pace to implement our green infrastructure programme, with tranche 1 of our programme delivered, and future tranches in train
- A wide-range of our low traffic neighbourhood schemes have been implemented, and are under-way for public consultation in a number of key areas across the borough. This work will continue throughout 2021
- Our local bike-hire scheme continues at pace with hire-bikes now being made available at a number of key train and rail stations across the borough, with future locations soon to be announced
- Our Healthy Schools Streets programme also continues at pace, with phase 1 of the programme now delivered across the borough. Phase 2 is currently in design stage, and will soon be rolled out across the borough
- Environmental air-quality monitoring is now established across a range of key locations across the borough, enabling us to get a richer picture on air quality than ever before
- Restructured our Grounds Maintenance Service to ensure we have a sustainable plan for investing in and improving our green spaces across Newham, following the securing of £10m funding from central government to support green economic growth and investment
- Establishment of a green business loan fund, focusing specifically on businesses demonstrating a green-focused ethos or proposals.

Delivery exceptions: While significant progress has been made in the key areas outlined above, there are a number of key exceptions to report in relation to performance in this area:

Ref242:Climate Emergency: Health - Coordinate action in relating to Climate Change across Health and Wellbeing Partnership. This work has been delayed as a result of the recent covid-response and second lockdown. The delivery of this action is being reprofiled for later in 2021.

Ref244: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. As above this action is being reprofiled as a result of the impact of covid and the second lockdown. This delivery milestone is being reprofiled for later in 2021.

Key performance indicators: This area of reporting is being developed as a priority through the work to establish a **Newham Outcomes Framework**, which is set out in a linked report to this Cabinet paper.

Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham

Key achievements: In addition to responding to the live challenge of the pandemic a range of critical achievements have been delivered in this area. The following elements of our pillar action plan have been delivered over the last period:

- Continued delivery of a number of major new housing schemes across a wide-range of sites across the Borough, many of which are being delivered by Populo Living, our key delivery partner for sustainable and affordable housing in the Borough. The programme continues at pace, and will deliver across 12 core sites across the borough. With the following schemes now on-site:
 - The Grange, delivering 77 homes
 - The Didsbury, delivering 185 homes
 - The Old Fire Station, delivering 7 new homes
 - Fireman's reach, delivering 8 new homes
 - Doherty Road, delivering 9 new homes
 - Stracey Road, delivering 5 new homes

- Development of our Draft Housing Strategy, which has been out for consultation with our residents on our ambitious plans for the future of housing in Newham, in line with our overarching ambitions and plans for Towards a Better Newham
- Continued work in supporting those at risk of eviction or homelessness through our core housing support offer and service
- Innovatively worked to support those who are isolating as a result of COVID, particularly through our innovation in providing hotel-based accommodation to anyone who needs it if they are required to self-isolate as a result of a positive Covid-test
- Refreshed our HRA Business Plan for the coming period, setting out our investment priorities and approach to managing the Housing Revenue Account on behalf of our tenants and leaseholders for the medium term

Delivery exceptions:

Ref177: Provide a community-based housing management service, including regular housing liaison meetings held bi-monthly in local areas: This action has been affected by the second lockdown and our ability to continue our wider proactive programme of tenant engagement and housing support is being reviewed with a planned future re-launch in 2021

Key performance indicators:

- **Average number of weeks temporary accommodation tenants are in rent arrears:** The average number of weeks that temporary accommodation tenants are in arrears at the end of December is 3.9 weeks. Collection over the General Fund this month is lower than the previous months and remains below the forecasted collection rate, pre-COVID-19. The level of arrears will remain high as landlords cannot evict residents booked into emergency B&B style accommodation - Booking cancellations have now commenced, allowing landlords on B&B accommodation to serve notice due to the arrears, which will stem the debt levels on these cases. A reallocation of resource has been applied in the service, to focus activity on the general fund collection. In the next financial year, additional resources will be joining the service with a focus

on reviewing and reducing the aged debt from closed accounts, with an aim of stabilising and then improving the Provision for bad debt.

- **Average time taken to re-let Local Authority Housing - Redevelopment and Lettings, inc. Sheltered (days):** In December the average time taken to re-let properties was 99.87 days. A significant number of properties are being let with 38 compared to 22 let last year. The reasoning for the increased turnaround still remains COVID-19 related issues in particular around tenancy termination where during the national lock down tenants could not access offices, accompanied viewings and resourcing across the process with officers having to isolate which delayed letting void properties. The Void Improvement Plan and other service development work to the voids process means that the impact of a further lockdown will not have the same impact on turnaround time as the last because of a move away from face to face contact with the implementation of 100% virtual viewings, electronic sign ups and key safes.

Pillar 8: The Council will only welcome investment that secures a Fair Deal and Good Growth for Newham

Key achievements: In addition to responding to the live challenge of the pandemic a range of critical achievements have been delivered in this area. The following elements of our pillar action plan have been delivered over the last period:

- A significant amount of work has been delivered on the Council's commitment to be a London-Living Wage Employer, and the Council has recently applied to the London Living Wage foundation to become a London Living Wage Accredited Employer;
- Launched our **community wealth building pledges** to xxx business across Newham to bed-in our community wealth building and inclusive economy values across the wider Newham
- Mobilised and launched the *good growth fund* in partnership with the Royal Docks Enterprise to ensure that local businesses and groups can access, partner and enjoy the benefits of growth in Newham. The fund is open to public, private and third-sector organisations including local groups and charities which work closely with the local community. The programme is underway, with ongoing engagement and planning for implementation to take place throughout 2021

Delivery exceptions:

Ref342: Refresh the S106 "local benefit" clauses and apply to all major planning applications: This key commitment is off-track, however will be prioritised for delivery in 2021 as part of the ongoing review of our programme, to be led on by our new director of planning and development.

Key performance indicators: This area of reporting is being developed as a priority through the work to establish a **Newham Outcomes Framework**, which is set out in a linked report to this Cabinet paper.

Looking ahead

- 5.11 While the first quarter of delivery of Towards a Better Newham has been undertaken in challenging circumstances, we continue to remain optimistic and committed to the vision and principles of our strategy and approach. The next period of delivery will focus on **ramping up** delivery across all of our pillars, and on setting a core set of delivery priorities for each of our pillar action plans in line with the new **Newham Outcomes Framework**.
- 5.12 Another key element of focus for the delivery of the strategy is our ambition to make **Towards a Better Newham** a truly whole-Newham strategy, which aligns with the priorities, commitments and plans of the Newham Strategic Partnership. As such, a number of key partner engagement events and activities are planned for the coming period to ensure our strategy remains live to the challenges all of our partners face over the coming period
- 5.13 While this report is our inaugural report on delivery of Towards a Better Newham we will continue to iterate and develop our approach to reporting on the success of our strategy. Critical to this will be embedding the new approach to measuring success arising from our Newham Outcomes Framework, which will feature as a core part of future reports on delivery of the strategy.

6. CONSULTATION - N/A

7. IMPLICATIONS

- 7.1 *Financial Implications:*
There are no direct financial implications from the report at this stage as this report is intended to provide information for reporting purposes only.
- 7.2 *Legal Implications:*
No implications at this stage as this report is intended to provide information for reporting purposes only
- 7.3 *Equalities Implications*
No implications at this stage as this report is intended to provide information for reporting purposes only. However, all sections of the community are affected by the Council's performance; and in implementing the Corporate Delivery Plan we will consider how effectively it assesses the impact of Council services in tackling inequalities.
- 7.4 Other implications relevant to this report: N/A

8. ALTERNATIVES CONSIDERED

- 8.1 The alternative to not publishing current information would be a continuing lack of transparency about the Council's performance. That would undermine the ability of members and residents to understand how well the organisation is performing, and whether resources are being used effectively.

9. Background Information Used in the Preparation of this Report – N/A