

LONDON BOROUGH OF NEWHAM

CABINET

Report title	Towards a Better Newham: Quarterly progress and Performance Report April 2020-March 2021	
Date of Meeting	20 th July 2021	
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 (Quarter 4 2020/21)2. Year-end performance report – 2020/213. Newham Outcome Framework Proposed New Measures4. Proposed new key performance indicators (Corporate Measures)5. Proposed new key performance indicators (Service-Specific Measures)	

LEAD MEMBER'S INTRODUCTION

Covid-19 has laid bare the endemic inequality that exists in our borough and wider society. The landscape that Newham is operating in has fundamentally changed, as a result of the pandemic, and this is the significance of the administration's Towards a Better Newham recovery strategy launched in July 2020, the corresponding action plan approved by Cabinet in November last year, and this Outcomes based framework that will guide our performance in the coming years.

Newham is a young, vibrant borough and the most ethnically diverse in the country. Over one third of the population is under 25 years old and 73 percent of our population are from ethnic minority backgrounds. Previous Newham administrations' have followed the Government and Treasury definitions of success. This meant jobs (quantity but not quality), productivity and even an increase in land value were given prominence over the reality of the real economy that was driving more residents into poverty and the stark lived experience of too many households struggling to survive.

While Newham was attracting more investment and regeneration than anywhere else in London, this was not making a difference to the lives of a large number of our residents:

- 49 percent of Newham households are classified as living in poverty and 52 percent of children grow up in low-income households
- Average earnings are £5,000 below the London average; and in Newham 1 in 3 residents earns less than the Living Wage

- Gross disposable household income is less than £20,000 per year – this is 66 percent of the London average.
- 19,494 residents are claiming the additional Universal Credit payment (a proxy for people who were working but unable to make ends meet)
- Newham remains the 12th most deprived local authority area nationally, and there are significant economic and health inequalities that are experienced by too many households and residents,

Under the administration led by Mayor Fiaz, a new Community Wealth Building agenda was launched because it wasn't viable to follow a trajectory that was clearly failing to improve people's lives or translating into poverty reduction in a borough where insecure and low paid work reigned supreme. For instance, getting people into work does not solve the problem when that work doesn't pay or provide a good quality of life.

We also know that the borough has been disproportionately affected by Covid-19, both in health and economic terms, and that is why we have developed a range of strategies and plans that collectively will support our ambitions and vision for the borough as we recover from the pandemic and adjust to Covid-19 living over the coming years. These include:

- Community Wealth Building and Inclusive Economy Strategies¹
- 50 Steps to a Healthier Newham²
- Climate Emergency Action Plan³
- The Newham Democracy and Civic Participation Commission Final Report⁴
- Homes for People: Newham's Housing Delivery Strategy 2021-2025⁵

All these strategies will aid the delivery of Our Towards a Better Newham Recovery Strategy, which builds on our Community Wealth Building approach, making us the first borough in London to use health, well-being and happiness as our prime measure of economic success as part of an ambitious recovery strategy in response to the coronavirus pandemic.

This report sets out how we have changed our monitoring and performance approach across the whole council to reflect the outcomes we want to achieve in this regard, and corresponding progress so far.

The new outcomes framework will also continue to evolve as we develop our evidence base to understand better what will help our residents feel healthy, happy and well as we pursue a fairer local economy and a more prosperous borough for all – and how the money we spend as a Council contributes to this important goal.

¹ <https://www.newham.gov.uk/downloads/file/536/communitywealthbuilding>

² <https://50steps.co.uk/wp-content/uploads/2021/02/50-Steps-Health-and-Wellbeing-Strategy-Final-0221.pdf>

³ <https://www.newham.gov.uk/downloads/file/1882/climate-emergency-action-plan>

⁴ <https://www.newhamdemocracycommission.org/wp-content/uploads/Democracy-Commission-Report.pdf>

⁵ <https://mgov.newham.gov.uk/documents/s145968/Appendix%201-%20Housing%20Delivery%20Strategy.pdf>

1) EXECUTIVE SUMMARY

- 1.1 This paper sets out Newham Council's end-of-year performance report for the financial year April 2020 to March 2021 and the result of the progress made in delivering the Towards a Better Newham Recovery Strategy since it was adopted by Cabinet in November 2020. Building on the last three quarterly reports presented to Cabinet in September 2020⁶, November 2020⁷ and March 2021⁸, it collates and summarises the organisation's performance as at the end of the financial year 2020-2021.
- 1.2 In addition to reporting on our delivery against the Towards a Better Newham Recovery Strategy and Corporate Delivery Plan, this report also represents the final update to Cabinet on how we are performing against our current suite of KPI's and introduces the formal adoption of the Newham Outcomes Framework and our new suite of supporting KPI's that will ensure we remain focussed on delivering the systemic and long-lasting change envisaged in our Towards a Better Newham Recovery Strategy.
- 1.3 Following the March 2021 Cabinet agreement of the Newham Outcomes Framework, this report sets out the specific measures and intended direction of travel for the future. It represents a significant watershed moment in how we as an organisation define and measure what we consider as 'success' by not only focussing explicitly on the happiness, health and wellbeing of our residents as our strategic success measures, but also by fundamentally shifting our focus onto measurable short, medium and long-term outcomes as opposed to outputs and activities which often characterises performance frameworks for local authorities. As such, going forward, future reports to Cabinet will be made on the basis of demonstrating measurable progress not only in relation to our new suite of KPI's but also on how we are delivering the system-wide change envisaged in our Outcomes Framework.
- 1.4 Specifically, this report includes
- 1.4.1 The latest quarterly report (Quarter 4 for financial year 2020/2021)⁹ on the monitoring of the Council's Towards a Better Newham Recovery Strategy and Corporate Delivery Plan which was agreed at Cabinet on 3rd November 2020, which replaced the previous Corporate Plan. This is set out in further detail in Appendix 1- 'Corporate Delivery Plan Monitoring Report [Quarter 4]'.
- 1.4.2 The end of year report on the Council's current suite of key performance indicators for the period of April 2020-March 2021, which is set out in further detail in Appendix 2 – Year End Performance Report 2020/2021
- 1.4.3 The Newham Outcomes Framework and the refreshed service specific Key Performance Indicators (KPI's) for the coming period, which are set out in more detail in Appendices 3, 4 and 5.

⁶ <https://www.newham.gov.uk/downloads/file/3038/q1-performance-report-for-cabinet> (Quarter 1 - September 2020)

⁷ <https://www.newham.gov.uk/downloads/file/3063/towards-a-better-newham-nov-cabinet-report> (Quarter 2 -November 2020)

⁸ [https://www.newham.gov.uk/downloads/file/3047/towards-a-better-newham-quarterly-progress-and-performance-report-october-december-2020-final-draft-\(Quarter-3-March-2021\)](https://www.newham.gov.uk/downloads/file/3047/towards-a-better-newham-quarterly-progress-and-performance-report-october-december-2020-final-draft-(Quarter-3-March-2021))

⁹ Where more current information is available on our delivery against the Corporate Delivery Plan arising from our internal monthly reports, we have included reference to this up-to-date monitoring information in the main body of this report where this was available

2) RECOMMENDATIONS

- 2.1 For the reasons set out in the report and its appendices, the Mayor and Cabinet are asked to:
- Note the progress and achievements in our delivery of the Towards a Better Newham Strategy and the Corporate Delivery Plan as set out in Appendix 1 and in the main body of this report;
 - Note the end of year report on the Council's existing corporate and service level performance for the financial year 2020-2021 as set out in Appendix 2
 - Agree the new Newham Outcomes Framework measures as set out in Appendix 3;
 - Agree the new corporate and service specific key performance indicators which have been refreshed, as set out in Appendices 4 and 5.

3) BACKGROUND

- 3.1 Covid-19 has brought into sharp focus the structural weaknesses in our economy which has especially exposed Newham and its community to the risks of the most significant public health crisis that has faced the world for a generation since the outbreak of the pandemic in 2020. The entrenched and persistent issues of poverty, financial isolation, race and gender inequality, lack of social mobility, precarious housing conditions and poor health outcomes, which has scarred Newham for generations has meant that the health and economic impact of Covid-19 has disproportionately impacted the borough and its people.
- 3.2 Prior to the outbreak of the pandemic last year the Council has been proactively following the roadmap laid out in our Towards a Better Newham Recovery Strategy in addressing the structural and systemic issues of poverty and inequality in Newham, through embedding an inclusive economy locally as part of wider Community Wealth Building ambitions for the borough that the Council has been pursuing since May 2018. The health and economic impact of Covid-19 in Newham since March 2020 last year necessitates a step-change in the Council's approach to these systemic issues by accelerating its work across these areas as part of its 'build back fairer' recovery mission where the quality of life, happiness and wellbeing of Newham's residents becomes the primary measure of success for the Council and how its performance is correspondingly measured.
- 3.3 Consequently, in November 2020, Cabinet approved the Towards a Better Newham Recovery strategy and Corporate Delivery Plan, which sets out the Council's ambitious recovery agenda to support our residents, communities and businesses from the unprecedented health and economic impact of COVID-19. The Towards a Better Newham strategy enables an acceleration of the vital work required to fundamental transforms Newham's local economy so that it is inclusive, sustainable, and fit for purpose to secure Newham's future, including meeting our response to the climate emergency and enables a Covid-19 recovery that address structural inequality facing particular groups of residents. It also outlines measures to help people to lead healthier and

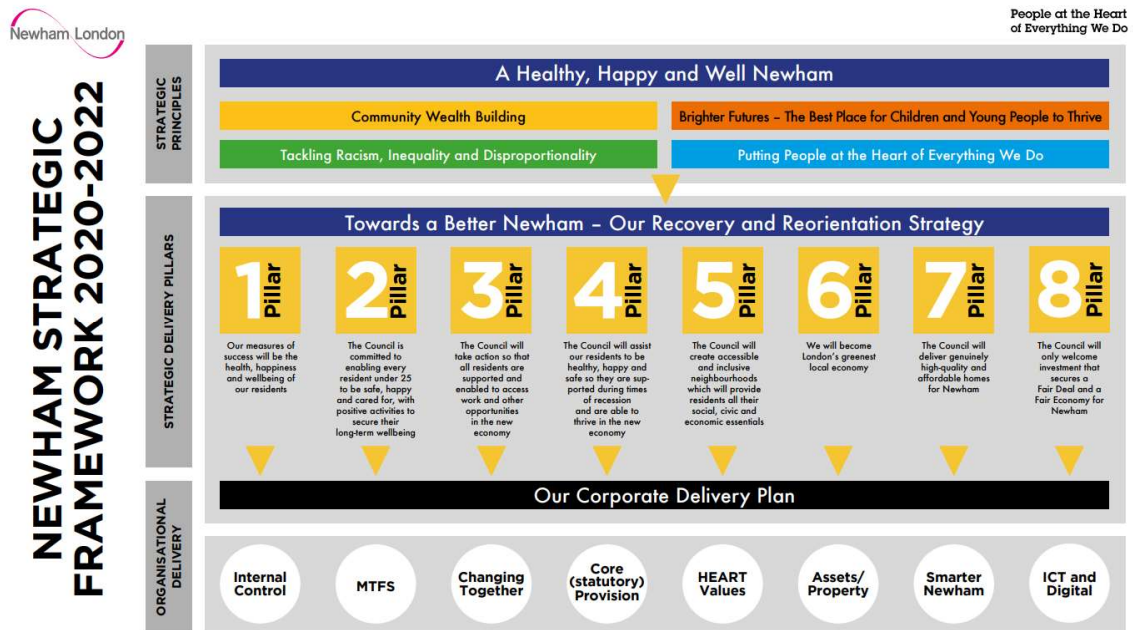
happier lives; make Newham the best place for children and young people to grow and thrive; tackle racism and inequality; put people at the heart of decision making, and ensure local communities benefit from long-term inclusive prosperity.

- 3.4 Overall, because of Covid-19, the 2020/2021 financial year represented a challenging year of unprecedented proportions for Newham Council, its residents, communities, businesses and partners – as it has for all of local government generally. Specifically, it meant that a significant amount of the Council’s resources, focus and effort was directed to responding to the public health emergency brought about by the Covid-19 global pandemic, and its consequent impact on our residents. The whole Council was mobilised to respond to the unprecedented period for the borough brought about by Covid-19. It accelerated the Council’s focus in tackling the root-causes of inequality the pandemic brought into sharp focus, as articulated in the Community Wealth Building and Inclusive Economy strategies, and reiterated in the ambitious Towards a Better Newham Strategy and Action Plan.
- 3.5 This has resulted in a range of significant and unprecedented achievements, such as the rapid establishment of our ‘Help Newham’ service and its evolution into the Newham Food Alliance, where the Council has been working with over 200 voluntary, community and faith organisations to provide food and support to our most vulnerable residents; the implementation of Newham’s nationally recognised local ‘Test, Track, Trace and Support’ provision led by the Council’s Public Health team. Additionally, the incredible partnership working the Council has established with local health, voluntary sector, police partners, along with local business and residents has been significant, as has the Council’s innovative housing and homelessness support offer. The required response to the pandemic has resulted in unavoidable impacts on our pre-Covid-19 performance aspirations across a number of key service areas as highlighted in this progress and performance report.
- 3.6 In light of the Covid-19 context, and as a demonstration of providing the highest levels transparency and democratic accountability, this report presents the latest quarterly report on the Council’s progress in delivering against our Towards a Better Newham Recovery Strategy and Corporate Delivery Plan and our end of year monitoring report on our existing suite of key performance indicators for the organisation. It follows through on the commitment made by Cabinet in December 2018¹⁰ to provide public progress updates on a regular basis to Councillors, residents and local businesses on the improvements we are driving in the Council, alongside delivery progress as an organisation.

¹⁰ <https://mgov.newham.gov.uk/documents/s124751/Cabinet%20-%20Mid-year%20Performance%20Report%20-%20December%202018.pdf>

4) CONSIDERATIONS & PROPOSALS

4.1 Our end of year report is centred around the Newham Strategic Framework (2020-2022) agreed by Cabinet in November 2020¹¹ .set out below.



4.2 The framework is built on five strategic principles that will guide everything the Council does, as listed below¹²:

- **Healthy, happy and well:** Our goal is to create a healthy, happy and well Newham. Every one of our residents deserves to live a healthy, happy and well life. The Council, through everything that it does, will ensure that Newham as a place and as a diverse community of people, is conducive to making this ambition become a reality.
- **Brighter Futures: The best place for children and families to thrive:** We want all Newham's children to grow up happy, healthy and safe - at home, at school and in the community – and to reach their potential in life. Now, more than ever, our children and young people face an uncertain future in light of the COVID crisis, and we will ensure that everything we seek to do supports our ambition to make Newham the best place for children and families to thrive.
- **Tackling racism, inequality and disproportionality:** We are unequivocal in our aim of tackling racism, inequality and disproportionality. In order for our ambition of creating a healthy, happy and well Newham to become a reality, we must acknowledge and face head-on the reality that many of our residents, communities and businesses face in engaging with a world that is still shaped by racism, inequality and disproportionality.

¹¹ <https://www.newham.gov.uk/downloads/file/3063/towards-a-better-newham-nov-cabinet-report> (Quarter 2 -November 2020)

¹² <https://www.newham.gov.uk/downloads/file/3066/appendix-2-newham-strategic-framework>

- **Putting people at the heart of everything we do:** Core to the way we have worked, and will continue to work, is our commitment to ensure that the people of Newham are always at the heart of everything that we do. Putting people at the heart of everything we do means that we will put the voice of the people of Newham at the front and centre of how we develop policy, ideas and change across the whole organisation using co-production, co-design, resident engagement and consultation as our tools.
- **Community Wealth Building:** We want Newham to become a beacon of Community Wealth Building. Newham faces the prospect of significant growth, with a substantial proportion of London's new homes being built in Newham over the coming period. This growth must be underpinned by the principles of economic, social and environmental justice so that long-term prosperity, wellbeing and fairness for all our residents is achieved.

4.3 The five strategic principals underpin eight 'pillars' (or 'missions') which sets out a clear roadmap of recovery and change, which the Council will follow as part of its delivery agenda. Furthermore, the strategy is supported by a comprehensive and cross-organisational Corporate Delivery Plan which was agreed by Cabinet in November 2020, setting out major commitments, deliverables and key milestones for the organisation for the coming period covering 2020-2022:

- **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

- 4.4 Each Pillar, with a corresponding set of strategic objectives and key actions, are monitored monthly; and reported to Lead Members and the Council's Corporate Management Team as part of the Council's tracking process.

DELIVERING COUNCIL POLICY AND CORPORATE PRIORITIES

Delivery of Towards a Better Newham and our Corporate Delivery Plan (November 2020-March 2021¹³)

- 4.5 Since the publication and formal approval of the Council's Towards a Better Newham Strategy and Action Plan, national government has introduced a range of emergency measures to respond to the pandemic, which the Council has been legally required to respond to. These include:
- The establishment and implementation of national, regional and local restrictions and lockdowns in Newham in line with rapidly changing and developing government guidance;
 - The establishment and delivery of test, track and trace in Newham, including the significant and rapid deployment of community-based testing;
 - The rapid deployment of the national, regional and local roll-out of COVID-vaccinations to Newham residents in partnership with national and local health partners including the establishment;
 - The ongoing programme of support for our most vulnerable residents and communities throughout the pandemic, including the ongoing work of our HelpNewham and Newham Food Alliance in partnership with our VCS;
 - Our close working with schools to support to support the safest possible return to education for our children and young people;
 - The establishment and implementation of our hotel isolation programme to provide our residents with challenges in isolating safely;
 - The implementation of our ongoing financial support and debt management support programme for residents facing financial difficulties throughout the successive public lockdowns including the implementation of our test and trace support payments, and the Newham Stay Home Support Payment scheme;
 - The implementation of our support offer to Newham Business' to ensure they access the financial support they need, as well as providing information, advice and guidance on how to operate safely in Newham in line with national and local guidance;
 - Partnering and supporting the ongoing excellent work of our COVID-19 Health and Young Health champions, getting information, advice and

¹³ As noted above, where more current information has been available for reporting through internal monthly reporting, this has been included in the main-body of this report

support to Newham residents, communities and businesses throughout the latest lockdown

4.6 This inevitably had an impact on for the delivery of the Council's Towards a Better Newham Recovery Strategy and Corporate Delivery Plan. Despite this, 90 percent of the 326 actions contained in the Corporate Delivery Plan are either on track or completed - reflecting a positive direction of travel in the face of these significant challenges. A summary of our progress is set out below, with detail set out in Appendix 1:

- 90 actions have been completed;
- 203 are 'on track' to be delivered by the original delivery date;
- 28 actions have been categorised as 'Amber' - being 'on track to be delivered by the delivery date but with risk';
- 5 actions have been categorised as 'Red' – being 'off-track' and will not be delivered by the delivery date. Revised delivery dates for these actions are being actively developed in consultation with Corporate Directors and Lead Members

A live and iterating strategy

4.7 While significant progress has been made in the delivery of the Towards a Better Newham Recovery Strategy and our Corporate Delivery Plan there were a number of items in the Corporate Delivery Plan that have been affected by the refocussing of resources on our COVID response outlined above. These areas have been identified and subsequently reported and addressed during the year by Cabinet leads and CMT through the regular and robust monitoring arrangements in place within our performance and monitoring framework, supported by our quarterly Towards a Better Newham Pillar Review sessions with Cabinet Members and Corporate Directors.

Our year-end report on performance indicators (2020-2021 financial year)

4.8 As at March 2021, despite the significant challenges the organisation has faced in supporting the emergency response to the Covid-19 crisis:

- 112 indicators have improved/moved in a positive direction of travel over the course of the year;
- 53 indicators have moved in a negative direction of travel, and;
- 10 have remained static in terms of direction of travel.¹⁴

4.9 In addition to the disruption caused by the COVID-19 crisis on Council resources and priorities, the crisis itself has meant that the core conditions surrounding a number of our core services and key performance indicators

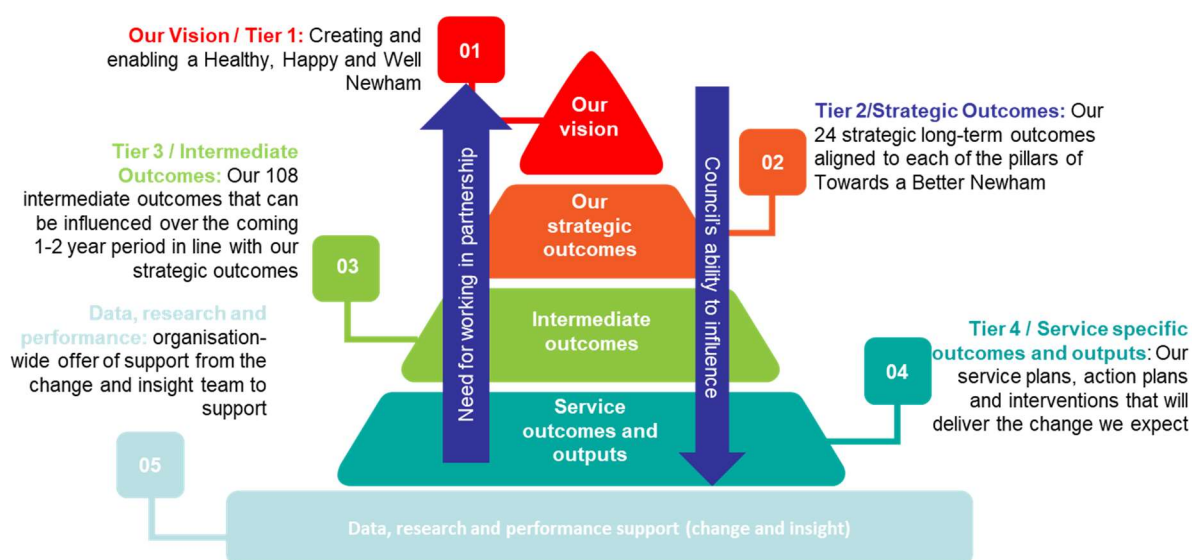
¹⁴ In addition to the indicators above, 36 indicators are 'tracking' indicators which cannot be appropriately or easily ascribed a direction of travel. A more detailed summary of all indicators is set out in appendix 2 to this report.

have fundamentally changed. This can be seen in the context of performance measures related to use of our libraries, uptake of support at our children centres and customer service indicators with the East Ham Customer Service Centre (which has transitioned to online provision through the Covid-19 crisis and as a result of our parking transformation programme). The impact of Covid-19 guidance and restrictions imposed through lockdown can be seen in a number of other areas including, Council tax collections, Housing rent collections and the issuing of fixed penalty notices issued for food safety enforcement.

The Newham Outcomes Framework and our new performance indicator suite

4.10 In November 2020 Cabinet approved the development of a new Newham Outcomes framework which was agreed by Cabinet again in March 2021¹⁵. The new Newham Outcomes Framework follows a ‘theory of change’ model for the Newham and its residents, communities and businesses and is shaped by eight pillars of the Towards a Better Newham Strategy and Action Plan and our five strategic principles. Establishing an Outcomes Framework for Newham and specifically for this report, how we will measure our progress against it enables us to firmly establish health, happiness and well-being as our measures for success and drive strategic change and improvement across the Council in ways that will benefit Newham residents and support improvements across the borough.

The Newham Outcomes Framework (Our Theory of Change) – Agreed at March Cabinet 2021



4.11 Through consultation with the full-range of internal services and directorates in Newham, a comprehensive set of outcome measures for Tier 3 of the Outcomes Framework has now been developed and is being presented to this meeting of Cabinet for approval (Appendix 3). These measures form the basis for future monitoring reports on delivery of the Towards a Better Newham Recovery Strategy, and future reports on how the Council is delivering.

¹⁵ <https://mgov.newham.gov.uk/ieListDocuments.aspx?CId=294&MId=13354&Ver=4>

- 4.12 These measures are separate to (but build on) the new range of performance indicators that have been developed as a result of the organisation's service planning cycle (these are associated with Tier 4 of the Outcomes Framework-service specific KPIs). This new indicator suite is also presented for agreement to this meeting of Cabinet and are attached at Appendix 4 and will be reflected in subsequent monthly integrated performance reporting processes for Lead Members and CMT to adhere too thereafter.
- 4.13 While we have been developing our approach to refocussing the organisation on Outcomes, our developing performance management framework has also introduced a number fundamental changes to the ways in which our performance reporting arrangements; and have subsequently increased accountability of staff and elected members. This includes the establishment of a cross-organisational monthly reporting cycle to Departmental Management Teams, Corporate Directors, Cabinet Members, Corporate Management Team and the Mayor who oversees and challenges performance and delivery across Cabinet through portfolio holder 1:1's and the quarterly cabinet reporting cycle on organisational performance. Furthermore, as the council's aspirations continue to evolve – Lead Members Corporate Directors will ensure that the measures and targets are reviewed periodically, to ensure that they are the most effective and optimal measures that enable the Council to track impact across priority areas affecting residents.

Performance summary of our Towards a Better Newham Recovery Strategy (from November 2020) and our key performance indicators (2020-2021)

- 4.14 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, as well as highlighting key issues arising from our monitoring of our key performance indicator suite over the course of 2020-2021 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:

- 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. The outcome measures are being considered separately at Cabinet in July.

- 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
- Progress has been made in identifying opportunities to establish academic and external research partnerships to support the overarching approach
- 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***
- Development and agreement of our ***Towards a Better Newham Budget***¹⁶ 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, the following additional amounts; building on pre-Covid-19 budget commitments:
 - £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
 - £6m to continue to provide our Eat for Free scheme for all primary school children in Newham, and an additional £6m set against our wider Food Security offer
 - £4m spent in the last year on our HelpNewham service, and an additional £3.8m spent through our Covid-19 hardship fund to support our most vulnerable residents

Furthermore, the Budget has secured

- Keeping each one of Newham's 10 libraries open
- Maintaining weekly bin collections
- Protecting the Council Tax Support Scheme, which guarantees up 90 percent council tax relief 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 to the tune of £54m in planned capital spend over the coming three years, and an additional £2m in ongoing revenue funding for ongoing support for tackling the Climate Emergency
- Supporting better public health through continued future investment in our 50 steps to a healthier Newham Strategy

Key performance indicators: This area of reporting is being developed as a priority through the **Newham Outcomes Framework**. The associated outcome measures are included in appendix 3.

¹⁶ <https://mgov.newham.gov.uk/documents/s142168/Draft%20and%20provisional%20budget%202021-22%20to%202022-23%20FINAL.pdf>

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 expansion of the Youth Empowerment Service (YES)** from 3 full time Youth Workers in May 2018 to 43, including a detached youth worker team
- Publishing the **Youth Safety Board (YSB)** report in December 2019, recommending amongst a range of vital interventions, that young people are supported with enhanced pathways to education and training, particularly those most at risk from exploitation
- Delivering a successive programme of **Holiday Activity Fund and Holiday Food commitments**, ensuring that our children are supported and do not experience food insecurity throughout 2020-2021, with a longer-term **Food Security strategy** that has been launched for summer 2021
- Successful development and launch of our **Youth Health Champion programme** (with over 65 young people registered), linking our young people to vital peer-to-peer support and to public health experts throughout the pandemic response for advice now and in the future
- The establishment of the Council's '**Our Newham Youth**' service is co-ordinating the Council's internal **Kickstart Placement Scheme**¹⁷ to create 30 placements for young people. All 30 placements have been identified across a range of service areas and 25 have been advertised in partnership with Job Centre Plus (JCP); and to date 138 applications have been received, leading to 44 interviews and 18 offers.
- The service is also a **Gateway Provider supporting businesses to submit Kickstart Placement applications with DWP (Department of Work and Pensions)**. They are working with 60 businesses who together are offering 240 placements covering a variety of sectors.
- Our recent Children and Young People (**CYP**) **OFSTED Improvement Monitoring visit** showed positive signs of improvement with OFSTED commenting that Newham has delivered a well-co-ordinated response to the COVID-19 pandemic. Improvements were noted in relation to the quality and timeliness of assessments, partnership working, children in care relationships with our social workers, our Multi-Agency Safeguarding Hub (MASH). A number of areas have been identified as priority areas for improvement which continue to remain areas of focus for our CYP Improvement Programme

¹⁷ Kickstart is a scheme that provides funding to employers to create six-month job placement opportunities to 16–24-year-olds

- **Our Youth Justice Board Children Overrepresented Pathfinder** three-year project has commenced in Newham with a focus on preventing young people in Newham from becoming victims or perpetrators in the future. Tranche 1 has targeted our most vulnerable young people affected by Covid-19 and youth safety issues, for **130 young people were targeted, all have engaged** (no refusals). A parent and young person forum has been set up to help shape the pathfinder.
- **Secured a £750k grant from DfE** to support the Council's social work improvement programme directed at the social worker staff team at Newham to support the Ofsted Improvement requirements following the inspection outcome in March 2019
- Launched our **Next Generation Newham** board to bring together local leaders and stakeholders critical to shaping the future for Newham's children and young people as well as launching the Next-Gen Newham survey which will inform the future work of the board
- 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.
- Established and finalising the launch of the Council's flagship Youth Zone in Stratford focusing on widening arts and culture participation and employment pathways into the sector with local arts and cultural institutions, including those that will be coming to Newham through the EastBank development in the Olympic Park.
- Developed and launched a 5-year Youth Empowerment Fund (YEF), valued at £500,000 with the intention to secure the fund in perpetuity, open to all young people between the ages of 9-years and 25-years with required outcomes shaped by young people. The Fund will support young people from disadvantaged families with education, training, and opportunities to support their ambitions, through financial and practical assistance to overcome barriers which impacts their economic prosperity, and awarding of grants have commenced since June 2021.
- The development of a Youth Empowerment Team 'digital map' as an interactive directory for youth services/social prescribing/amenities/opportunities throughout the borough
- Enhancing emotional wellbeing support available to schools to respond to mental health training needs required by educational practitioners, via the Wellbeing for Education Return Grant and the Anna Freud programme.
- Implement Chat Health to improve virtual conversations with Children and Young people, as well as ongoing support via the HeadStart programme.

Key Performance Indicators (KPI):

- **KPI CYP21 (Appendix 2, Page 9):** Of the young care leavers that are eligible for support [407], as of 31st March 2021 50.4 percent are in employment, education or training. Acknowledging that the current pandemic has had an impact on young people as a whole, it has particularly impacted care leavers significantly and those with special education needs (SEND). The Service has an action plan in place and is also working closely with the Virtual School and identified more specialised work to support our more difficult to engage care leavers, as well as young people with SEND

needs. Additionally, funding has been secured to recruit to specific posts that will focus on this work within the care leavers service.

- **KPI CYP45 Special Education Needs (SEN) (Appendix 2, Page 16):** The issuing of Education, Health and Care (EHC) plans was delayed from March 2020 onwards because of the impact of COVID-19, resulting in the delayed and late receipt of expert advice from relevant EHC assessment professionals. Additionally, changes to contractual requirements of the commissioned EHC draft plans writing team in October 2020 impacted on progress with issuing of plans. These issues are still having an impact, as set out in the recent DfE reporting period (January-December 2020), which shows the in-year position of 432 plans issued (excluding those designated the category of 'exceptional circumstances') only 60 were on time. This represents a rate of 13.9 percent - down from 23.6 percent in 2019 and below the 2020 national average of 58.0 percent [for that year]. As part of remedial actions already undertaken, the recommissioned 'draft plan writing' team (in mid-March 2021) has already produced 80 plans since that point, totalling 395 in-year so far, with 31 being on time; and accelerated work is underway to issue these as final EHC plans as soon as possible. Additionally, the Education service area has recruited 1.8 FTE additional staff with a further 4 FTE posts in the recruitment process to increase staff capacity and reduce the backlog. A timetable for contact with families affected by the backlog has already commenced, and individual telephone calls for all parents / carers issued with draft EHC plans began.
- **KPI CYP11 (Appendix 2, Page 6,):** As at 31st March 2021, **Children subject to Child Protection Plans for 12 months or more** has remained at 23 percent, representing 77 young people. The percentage position is above both the London average & the position of statistical neighbours. Multi-agency intervention is offered to children and young people and their families where Child Protection Plans exceed 9 months, as part of the systemic approach adopted by the Council. All Child Protection Plans are also now tracked bi-monthly to ensure that any case management drift is identified and rapidly addressed.
- **KPI CYP06 (Appendix 2, Page 4)** The performance for **single assessments completed within 45 days** at the 31st March 20/21 is 83.4 percent, which is a marked improvement from the previous year (2019/20) when it was 68.7 percent. Although performance for March 2021 was 88.1 percent (slightly lower than the previous month), the overall performance for quarter 4 was at 90 percent. The department continues to focus on teams that are performing below the 80 percent target to ensure that the overall performance of the council remains consistently high and above the required standard.
- **KPI CYP07 (Appendix 2, Page 4)** The performance for re-referrals as at 31st March 2021 has fallen further to 13.9 percent compared to 15.9 percent in February 2021. Although this is positive, the figure for the end of year is slightly above the target at 16.5 percent. The department saw an increase in re-referrals in December 2020 and January 2021, which could possibly be linked to the pressures on families due to Covid-19 and the second lockdown. However, our performance for year to date is below our statistical neighbours, London and England average, which signals a positive trajectory downwards. Work is also underway to further co-ordinate Early Help for families that should act to prevent escalation in need, and address

a child and a family's support requirements at an early stage, thereby preventing the need for statutory service provision that meets the criteria.

- **KPI CYP08 (Appendix 2, Page 5) Child protection plans:** The 4th quarter has seen a consistent rise in referrals & re-referrals, and a number of factors have contributed to this. The evidence emerging is that the issues for some children have become more pronounced given the Covid-19 restrictions. For instance, there continues to be a rise in families where domestic abuse is a factor stated in referrals from the Police. With Covid-19 restrictions being relaxed, children have gone back to school and concerns are being picked up by teaching professionals. Additionally, families have now become mobile again, and consequently a number of children subject to Child Protection plans have transferred into the Local Authority.
- **KPI CYP13 (Appendix 2, Page 6):** Children need to be in the care of a Local Authority when they cannot be cared for safely by their parents or extended family. The focus of practice is to enable children to remain safely at home ensuring that where intervention is needed this is provided proportionately and in a timely manner. As at the end of 31st March 2021, there were 385 **looked after children in Newham** reflecting a rate of 44.7 per 10,000 children. This continues the trend of a lower, relatively stable rate compared to our statistical neighbours, which stands at 53.9 per 10,000 children alongside the London rate of 49 per 10,000 children and the national rate of 67 per 10,000 children in the population.
- **KPI CYP19 (Appendix 2, Page 8)** 65.9 percent (i.e., 54 Looked After Children who had been looked after for at least 2.5 years) were living in the same placement for at least 2 years at the end of 31st March 2021. This indicator has shown signs of an upward trajectory gradually returning toward improved performance. Ensuring **stability of placement** is dependent upon the quality of permanency planning and the sufficiency of placements in line with the needs analysis of the children in care cohort. This is an area of particular focus in the Council's improvement planning; and progress is beginning to show - although the whole system level of change required combined with the nature of this indicator means that sustained improvement will be gradual over the following two years.
- **KPI BF12 (Appendix 2, Page 24)** There were 396 **unique children aged 0-4 that attended Stay and Play sessions** in 2020/21 Q4, this is a reduction of 85.8 percent 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. While virtual stay and play sessions have seen some level of engagement from families, we have seen issues with engagement due to digital poverty, language barriers to accessing tech, family concerns over screen-time for young children at home etc. Service performance was also impacted by the need to make and deliver resource packs to support virtual sessions for families to follow along at home which again reduces the numbers that we can reach. The total number of unique 0–4-year-olds attending a stay and play session as at 31st of March 2020/21 for the whole financial year was 864, which is an 87 percent decrease compared to the previous year.
- **KPI CYP02 (Appendix 2, Page 2) The percentage of eligible 2-year-olds taking up entitlement** in the 2020/21 Spring term (January – March 2021) was 54 percent, this is 7.4 percent lower than the same term in the previous

academic year. This year Covid has impacted on take up and while we had started to some recovery in the 2-year-old take-up after the initial summer lockdown last year, going back into lockdown has seen take-up reduce further. We are working with Hemsells who have been commissioned by the DfE to support 2-year-old up-take. We are also working with Public Health colleagues to develop a communication strategy to promote positive engagement and improve parental confidence in returning. Staff have also been undertaking KIT calls and in-person contact within settings.

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 achieved over the last period:

- Established and launched the Council's Employment Rights Hub in June 2021, including the recruitment of employment rights advisers
- Launched the Council's Our Newham service area's Virtual Apprenticeship Week campaign in February 2021 to promote internal and external apprenticeship opportunities across Newham
- Progressed our partnership internship programme with the Royal Docks Enterprise Zone team, resulting in 15 new opportunities now filled for local young people in the Royal Docks.
- We have transformed our approach to debt-collection in light of the Covid-19 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 service. We have also secured pilot funding from the Local Government Association 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
- Became key adopters of the Breathing Space initiative – providing important access to our residents to debt respite if they are facing financial difficulties arising from debt
- 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. This includes;
- Maximised resident income through Our Newham Money service, securing an additional £178,000 income to our residents through financial advice since re-launch of the service in as at 31st March 2021
- Developed a significant ESOL programme in partnership with Job Centre Plus (JCP) – receiving 300+ enrolments to these programmes since inception and launch as at 31st June 2021.
- Adopted the London Living Wage policy across the Council and its supply chain and continuing to campaign to encourage businesses to adopt fair employment policies locally
- Established Healthy Workplace Accreditation as part of the Community Wealth Building Business Pledge
- Used the Kickstart scheme 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
- Our Newham Work has secured 176 job outcomes in 2020/2021, which, while this represents a significant drop-off from previous years, has supported a number of our residents through the challenging economic conditions of the previous year

Key performance indicators:

- **KPI LE02 (Appendix 2, Page 65) Total Claimant Count (Job Seekers Allowance plus Universal Credit Claimants actively seeking work):** The claimant count is a combined figure covering both Job Seekers Allowance and Universal Credit claimants actively seeking work. Newham's claimant count rose by 245 percent to 28,245 claimants in the borough between March 2020 and March 2021. This is from 8,170 in March 2020 to 28,245 at latest figures published for March 2021, and we know from latest reporting that this figure has continued to substantially increase to 12,815 in April 2021. This indicator therefore remains a red-rated exception.
- **KPI CB02 (Appendix 2, Page 55) Percentage of Council Tax collected:** Council Tax collection in 2020/21 was lower than last year and below the target level, which was set pre-pandemic. Consequently, collection rates this year were impacted by Covid-19 and at the start of the year, a policy decision was taken to suspend recovery action and to offer payment holidays to those struggling as a result in order to support financially vulnerable residents through the pandemic. Collection levels therefore continued to be impacted all year by the economic and organisational resourcing impacts of the Covid pandemic.
- **KPI CBT03(Appendix 2, Page 55) Processing times for housing benefit claims:** New claims were processed on average in 29 days in 2020/21, below the 23-day target. Performance improved in March 2021 (at 29 days) when compared to February 2021 (30 days). Performance for this measure has been impacted by the pressures of increased demand on the service more broadly as a result of Covid-19. The service has also seen increases in demand in other areas of benefit administration as a consequence from the pandemic. Council Tax Reduction claims have increased significantly and changes in Universal Credit income and increasing numbers of residents migrating away from Housing Benefit are also placing pressures on the service.

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:

- Maintained and enhanced the family nurse partnership for young mothers.
- Implemented the Well Newham programme
- Supported residents of all ages to navigate the mental and physical health complexities around Covid-19
- Changemakers grants delivered to grassroots organisations
- Developed and implemented a Modern-Day Slavery Strategy
- 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 closely with our health partners to support the national vaccination roll-out programme for Newham's residents, and to address the significant issues the borough has been experiencing in relation to vaccine availability and shortages over the previous period
- 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-19 crisis
- Supported Newham's most vulnerable residents with a long-term solution to rough sleeping, through the Council's new rough sleeping strategy which will ensure that appropriate support services are in place, underpinned by the principle of compassion and care
- 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 2020 winter period

Key performance indicators:

- **KPI A06 (Appendix 2, Page 33), A06) Percentage of customers with direct payments:** 27 percent of customers were in receipt of a direct payment at the end of January 2021. This is below the target of 29 percent, but within the benchmarking averages. New Direct Payment start-ups were suspended in the Covid-19 emergency period and staff are working to address the backlog of new Direct Payments requests. By way of comparison the National, London and Statistical Neighbours 'averages for 2019-20 are as follows: national average = 27.6 percent; London average = 28.4 percent; statistical neighbours average = 27.0 percent.
- **KPI A12 (Appendix 2, Page 34) 85.3 percent of long-term customers with a Learning Disability** are recorded as living in their own home or with family this year to date, representing an above average performance for

Newham, relative to the London (74.8 percent) and National averages (78.4 percent).

- **KPI A13 (Appendix 2, Page 34) Customers reviewed or re-assessed:** 63.4 percent of customers have been reviewed or re-assessed since April-20. Reviews performance is below year-end target (80 percent). Disruption caused by Covid-19 and the increased volume of customers receiving a long-term service, are the contributing factors for the KPI being below target.
- **KPI A16 (Appendix 2, Page 35), A16) Percentage of safeguarding enquiries where a risk was identified and the risk was removed or reduced:** 26.3 percent of safeguarding concerns (389 out of 1480 recorded) have led to a completed enquiry this year. The conversion rate of concerns to enquiries has decreased compared to the same period last year, and this is partly due to different arrangements for screening, which has been implemented with the launch of the enhanced Multi-Agency Safeguarding Hub (MASH). This has led to more robust initial screening at the concern stage and the reduction in the number of s42 enquiries. Covid-19 arrangements included a robust action plan in which all its high and moderate risk customers were contacted a part of wide scale welfare checks. This proactive approach led to the early identification and prevention of potential safeguarding issues, such as possible neglect before they reached the concern stage.
- **KPI A20(Appendix 2, Page 36), Customer satisfaction of adult social care users:** The latest annual customer survey was undertaken in 2019. As of January/February 2020, 55.5 percent of people who use services, say that they are satisfied with the care and support they are receiving. This is in comparison to 58.6 percent within London (3.1 percent lower) and 64.2 percent of those who live in England as a whole (8.7 percent lower). This result dropped by 3.9 percent when compared to the results from the same period the previous year (59.4 percent-18/19), 2.6 percent lower than 17/18, and 5 percent lower than the 2015/16 high of 60.5 percent. A cross departmental action plan is being developed to enable us to monitor and review the feedback provided by customers in more detail to enhance the position through consequent improvements in target areas.
- **KPI ENF28(Appendix 2, Page 53) Domestic Violence Offences:** Performance for the end of year 20/21 shows an increase in the number of Domestic Abuse offences when compared with the same cumulative period (4266 compared to 3780 at the end of 19/20).
- **KPI ENF02 (Appendix 2, Page 47), Anti-social Behaviour (ASB) levels:** - Police recorded CAD (Computer Aided Dispatch) calls: Performance to date shows an increase in police recorded ASB, 104.4 percent, (equivalent to 10,852 calls) when compared with the same cumulative period last year (21,245 20/21 vs 10,393 19/20). Monthly performance shows a 48 percent increase in police recorded CAD ASB calls (equivalent to 476 calls) when compared with the same period last year (1465 20/21 vs 989 19/20).
- **KPI ENF17 (Appendix 2, Page 51)** Performance for the year to date shows an increase of 13.2 percent (95 offences) when compared with the same cumulative period last year (813 vs 718). Monthly performance shows an **increase of 58.1 percent in hate crimes**, (36 offences) when compared with the same period last year (98 vs 62). The hate crime figures provided contain the following offences: Racist, Religious, Homophobic, Transphobic and Disability-related.

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:

- Submitted two £20m bids (£40m total) to the national 'Levelling-Up' fund to make the support the delivery of key elements of our Towards a Better Newham Strategy as one of only two London Local Authorities assigned as being Tier-1 status for future investment from the fund. The bids have focussed on supporting our '15-minute neighbourhoods' vision for Newham and on 'New Connections and Opportunities' as key themes.
- We have launched the commissioning of a new Newham's Voluntary, Community and Faith sector (VCFS) infrastructure body, cementing in the positive strides we have made in joint-working with Newham's Voluntary, Community and Faith sector
- Progress with 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
- The Shape Newham programme (delivering projects enhancing public spaces) was launched in September 2019 and the first project was successfully installed in March 2021, including locally commissioned artwork linked to Manor Park Library, Forest Gate Youth Zone and Beckton Youth Zone. Planning permission has been granted for the next tranche of locally commissioned artwork (for four projects) linked to the Council's climate now programme
- Commencement of the Spaces for Enterprise Programme – reviewing and assessing opportunities for alternative Community Wealth Building use of vacant Council owned buildings
- Initiation of phase 1 of the Newham High Streets Programme which has resulted in significant borough-wide engagement on the future transformation of our high streets, the 2nd round of engagement has engaged 460 residents resulting in 880 comments and contributions to the future strategy and plan
- Queens Market Good Growth Community Engagement completed and findings published
- Queens Market Capacity and Viability Study completed and procurement of design teams for the four major projects linked to the Queen's Market Programme - Queen's Market, Queen's Square, Affordable Workspace and Creative Wellbeing Space. The programme has had approval for a further £1.3m of capital grant from the GLA to support and bolster delivery of the programme
- Grant Agreement for Good Growth Fund and match-funding approved
- Grounds Maintenance Service reviewed and brought back under council control

Key performance indicators:

- **KPI ENF18 (Appendix 2, Page 51), Total number of Fixed Penalty Notices issued for Flytipping, Littering and Other:** This indicator has been impacted by the Covid-19 pandemic. This indicator is being included as an exception as the number of FPNs issued has declined significantly due to the Covid-19 pandemic. Performance for the year shows that 558 FPN have been issued, compared with 1,447 for last year. Monthly performance shows that 16 Fly tipping FPNs had been issued, 24 for Littering, and 18 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:

- Significantly decarbonising the Council's Pensions Fund, with another £200m of assets moved to more socially responsible funds, meaning that by over 99.5 percent of the Fund will be decarbonised
- Positioning Newham as one of London's leading boroughs with the most extensive air quality monitoring networks to track progress on air quality improvements, alongside being part of the Idling Action London campaign aimed at stopping motorists from needlessly causing air pollution
- Decarbonising our Council buildings following the successfully bid for a £2.7m grant through the Public Sector Decarbonisation Scheme
- Switching to 100 percent renewable electricity for all Council operated buildings, as well as all street lighting in the borough and communal lighting across all Council owned housing estates
- Exploration of opportunities to transform walking and cycling journeys through the green and blue route of the LeaWay, working in partnership with the Department for Transport, GLA and Tower Hamlets to better this significant sustainable asset for Newham's residents
- Accelerating the 'Passivhaus' standards in the Council's housebuilding programme so that all homes built are sustainable and green
- Involving young people in our response to the climate emergency, including organising a Youth Summit on the topic
- Expanding our network of Air Quality Health Champions to advocate our clean air agenda across the borough
- Embarking on the most significant Council home retrofit programme in a generation, including with cleaner, cheaper heating systems for all, and the impending launch of Big Green Lofts programme, which is currently being piloted and will have significant implications in reducing CO2 emissions in the borough.
- 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 in support of the circular economy in the borough
- 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.
- Delivered the new sustainable emissions-based Parking Policy rollout, and created a fairer and more consistent parking scheme across the borough which will help us tackle our critical air quality and sustainable transport challenges for all Newham residents
- Created an identifiable 'brand' for all communications around waste and recycling under the auspices of Newham Climate Now communications strategy
- Completed the procurement of a new Homecare contract ensuring that contractors receive the London Living Wage and issues such as Climate Emergency and Community Wealth Building are embedded within the contract.
- Continued investment in sustainable and active travel networks and events
- Produced Air Quality and Climate Emergency Annual Report
- Begun the process of replacing the 2012 Joint Waste Plan
- Mayor of London's Construction Academy status secured for Newham
- A £13 million Good Growth Fund established in partnership with the GLA in the Royal Docks to support the Green Economy locally.

Key performance indicators: This area of reporting is being developed as a priority through the **Newham Outcomes Framework**. The associated outcome measures are included in appendix 3.

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:

- Significant progress in progressing procurement and approvals relating to our Affordable Homes for Newham programme, securing 490 starts in total across the programme, with a total of at least 1000 being commenced by March 2022
- 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, the Council's wholly owned housing delivery company, so that sustainable and genuinely affordable housing is available for residents in the Borough. The programme continues at pace, and will be delivered across 12 core sites in the borough; and the following schemes are 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 and agreement of the Council's ambitious Housing Delivery Strategy, which sets out plans for future of housing in Newham, in line with our overarching ambitions and plans as set out in Towards a Better Newham
- Development and agreement of our Resident Involvement Strategy developing a clear approach and framework for how we will continue to ensure our residents and tenants remain critical partners and leaders of change across our future plans for Housing in Newham
- Development of proposals and procurement for a three-year capital investment programme for our Council homes with £45m planned for 2021/2022.
- Continued operation of our repairs and maintenance offer to tenants throughout the COVID-19 crisis response, including the delivery of 35,000 reactive repairs, 950 new boilers, 3250 new windows and doors, 155 new kitchens, 461 new bathrooms throughout the challenging period of 2020/2021
- Development of our most significant co-designed estates-based regeneration plans and strategies, including allocation of £6m for future master planning linked to Carpenters, Canning Town and Custom House estates. Each plan will be fundamentally co-designed and developed working in partnership with residents and tenants of our estates to ensure regeneration brings our residents the benefits and changes they most need
- 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-19, particularly through our innovation in providing enhanced isolation support through 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
- Restructure of the Private Sector Housing team to focus resources on auditing properties for compliance with licence conditions; and an action scoping of an air rights demonstrator project.
- Redesign of our Private Sector Housing Teams to bring greater focus on enforcement, property standards and cladding removal enforcement,
- Work to promote excellent urban design and make the planning process more transparent
- Empty Properties team established to bring empty properties back into use wherever possible
- Affordable Housing Pre-Constructions Services appointed
- 201 starts under the Affordable Homes for Newham programme in 2020/21

Key performance indicators:

- **KPI H01(Appendix 2, Page 60)** By 31st March 2021 there were 402 **homelessness applications**. The total number of applications in 2020 was 3,967. The work programme to reduce the numbers of households in temporary accommodation continues for a sixth consecutive month. Though monthly figures for applications fluctuate we again buck the trend across the rest of London. The emphasis on preventing homelessness and increasing people's access to private rented accommodation will be further enhanced following the Homelessness Prevention and Advice Service restructure that concluded in June. The approach of a greater emphasis on prevention, better utilising our private rented sector and targeting alternative options for those already in temporary accommodation, has delivered demonstrable results already, but we are aware this is only the first steps of a long journey ahead.
- **KPI H04 (Appendix 2, Page 60)** The **average number of weeks that Newham tenants are in arrears** at 31st March 2021 is 4.2 weeks. Following the recommencement of collection activity in September 2020, a concerted effort has been made to stabilise the collection rate and bring the levels of collection back to that of the pre-pandemic level. The end of year processing included the use of Discretionary Housing Payment (DHP) to reduce the arrears accumulated by those impacted by welfare reform and the final week of the financial year was a rent-free period owing to the increased levels of collection in early March 2021. Moving into 2021-22 there will be an increase focus on early intervention and prevention of arrears, in a bid to restore collection to levels to pre-Covid-19 rates.
- **KPI H05 (Appendix 2, Page 60)** The **average number of weeks that temporary accommodation tenants are in arrears** at the end of March 2021 is 3.6 weeks. Following the recommencement of collection activity in September 2020, a concerted effort has been made to reduce the total number of debtors and to reduce the overall live debt for our temporary accommodation residents. The approach adopted, includes a combination of providing more support and directing additional resources to enhance

collaborative working across the Council's Emergency Accommodation, Housing Benefit and Rent teams. Additionally, there has been an enhanced collection drive – including calling in the evening to make contact with hard-to-reach residents, alongside a number of approaches to improve payments from the point of placement and resolution of long-standing payment issues across the Local Space Growth managed properties.

- **KPI H12 (Appendix 2, Page 63) Average time taken to re-let Local Authority Housing** - Redevelopment and Lettings, inc. Sheltered (days): In March the average time taken to re-let properties was 46.4 days. The void turnaround for this period continues to fall significantly to 46.4 days. This can be attributed to the work of the void task force and this month in particular due to the review of the tenancy termination process and associated audit work of cases which may lead to tenancy terminations. The case review identified opportunities to improve our processes, including carrying out some repairs during the tenant's notice period, something practiced more widely in the sector. We have also improved our processes for circumstances where the property becomes void due to the death of the tenant. Also contributing to the reduction in **void turnaround time** was the fact that 17 voids met the criteria to be classified as major works. We have been successful this month in turning around 49 void properties for re-let as social housing – more than double the scale of the previous two months. The majority of properties are now being let within the 22-day target and where we fail to let within target, they are still very close ranging between 28 - 35 days. Further to the number of voids let that count towards this measure, a further 21 properties were let as temporary accommodation, including 11 properties in the regeneration areas.
- **KPI H14 (Appendix 2, Page 63) At 31st March 2021 performance for the percentage of housing repairs completed within target** was 86 percent. For the Responsive Repairs team (not including gas breakdowns) 1942 or 79 percent of the orders received in the month were either E (emergency) or EO (emergency Out of Hours) priority, with a credible completion against target performance of 92.74 percent. Volume of Gas breakdown orders for March 21 was high as expected due to prevailing weather conditions, with 1311 attendances and a completion against target performance of 88.8 percent. Performance against target in the longer Planned and routine priorities continues to be challenging which reduced the overall performance of RMS across all categories in March 21 to 86 percent. RMS continued to provide Emergency and Essential repairs only through to March 21, and the service is gradually returning to normal business since the start of the new financial year in line with government easing of Covid-19 restrictions through the tiers. The service is now actively planning the phased return to normal and have secured additional resources to assist meeting the backlog of shelved Non-Essential Routine orders whilst maintaining new orders to target.

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:

- The Our Newham Business & Enterprise service made 2000 calls to businesses and delivered 6 webinars to support business with their Grant Applications
- A significant amount of work has been delivered on the Council's commitment to be a London-Living Wage Employer, and the Council has achieved London Living Wage Accredited Employer status, as approved by the London Living Wage Foundation;
- Launched our **Community Wealth Building designations offer** to businesses across Newham to bed-in our community wealth building and inclusive economy values across the local economy
- Mobilised and launched the *Good Growth Fund* in partnership with the GLA in the Royal Docks Enterprise Zone to ensure that local businesses and groups can access, partner and enjoy the benefits of good and green 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
- Development of formal Commissioning Intentions and Pre-Procurement Plan for Rough Sleeping services
- Implementation of the Newham Inclusive Economy Strategy to ensure activity is delivered through the lens of Community Wealth Building
- Maximised the benefits of Section 106 contributions and the Community Infrastructure Levy for the development of local civic, social and economic essentials across all of our neighbourhoods
- Ensure social value requirements/criteria linked to our corporate priorities are routinely included in our tenders
- Implemented the social value model for managing the council's community centre estate

Key performance indicators: This area of reporting is being developed as a priority through the **Newham Outcomes Framework**. The associated outcome measures are included in appendix 3.

Looking towards the future – 2021/2022

4.15 As we move to 2021/2022, the future performance reporting framework will undergo a number of significant changes as a result of the full implementation of the Newham Outcomes Framework, and the new and revised suite of service specific performance indicators that will have been developed in response to Towards a Better Newham and the 2021/2022 implementation of service planning

- 4.16 The new proposed range of measures for the Newham Outcomes Framework and the new performance indicators for the organisation are set out in appendices 3 and 4 of this report. These have been developed in partnership between the Change and Insight team and Directorates through workshops, research and the organisation-wide service planning process recently conducted.
- 4.17 Once adopted by Cabinet, the Change and Insight team will work collaboratively with the Policy and Research team to establish baselines, targets and benchmarks for all measures over the coming month and will present the first full update on progress against the new framework in September 2021
- 4.18 A number of key activities will enable baselining of the Newham Outcomes Framework, including the establishment of the Newham Survey (2021/2022), the establishment of key academic research partnerships which will support ongoing iteration and development of the framework, establishing resident-led research in a number of key thematic areas (using approaches such as citizen science) and linking into national and international measures that have been identified in the work to date. These will be delivered at pace over the coming quarter and updates on this work will be included in the September 2021 update to Cabinet on progress.

5) CONSULTATION

- 5.1 This report is primarily focussed on reporting the year's progress against Towards a Better Newham, and our performance against our core performance indicators. In addition to this, a significant amount of resident engagement has informed the development of the Towards a Better Newham Strategy, and the Newham Outcomes Framework, specifically the development and delivery of Newham's first **People's Council** which shaped and informed the future development of the Newham Outcomes Framework and new performance indicator set being shared for agreement today.

6) IMPLICATIONS

- 6.1 *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.
- 6.2 *Legal Implications:*
No implications at this stage as this report is intended to provide information for reporting purposes only
- 6.3 *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.
- 6.4 Other implications relevant to this report: N/A

7) ALTERNATIVES CONSIDERED

- 7.1 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.

8) Background Information Used in the Preparation of this Report – N/A