

LONDON BOROUGH OF NEWHAM

CABINET

Report title	Towards a Better Newham: Quarterly progress and performance report April to June 2021.	
Date of Meeting	16 th September 2021	
Lead Officer	James Partis, Director of Change and Insight	
Corporate Director, Job title	Jessica Crowe, Corporate Director, People, Policy & Performance. Ext. 38539	
Lead Member	Rokhsana Fiaz, Mayor of Newham.	
Key Decision?	No	Reasons: N/A
Exempt Information & Grounds	Yes / No	Grounds:
Wards Affected	All	
Appendices	1. Outcomes measures 2. Q1 21/22 Performance Report 3. Change Requests – Corporate Delivery Plan	

Introduction by Mayor Fiaz

Following the 2020/2021 end of year Towards a Better Newham annual performance report, presented to Cabinet in July 2021, this Towards a Better Newham quarterly report for 2021/2022 sets out progress by the Council during the period 1st April to 30th June against a range of key performance indicators, updated to reflect the new Outcomes-based Performance Framework.

The new outcomes based framework is informed by a number of important strategies to tackle poverty and inequality in the borough and meet strategically important priorities for the administration in line with a number of manifesto commitments made in May 2018. These include:

- Community Wealth Building and Inclusive Economy Strategies
- 50 Steps to a Healthier Newham
- Climate Emergency Action Plan,
- Democracy Commission
- Homes for Our People: Newham's Housing Delivery Strategy

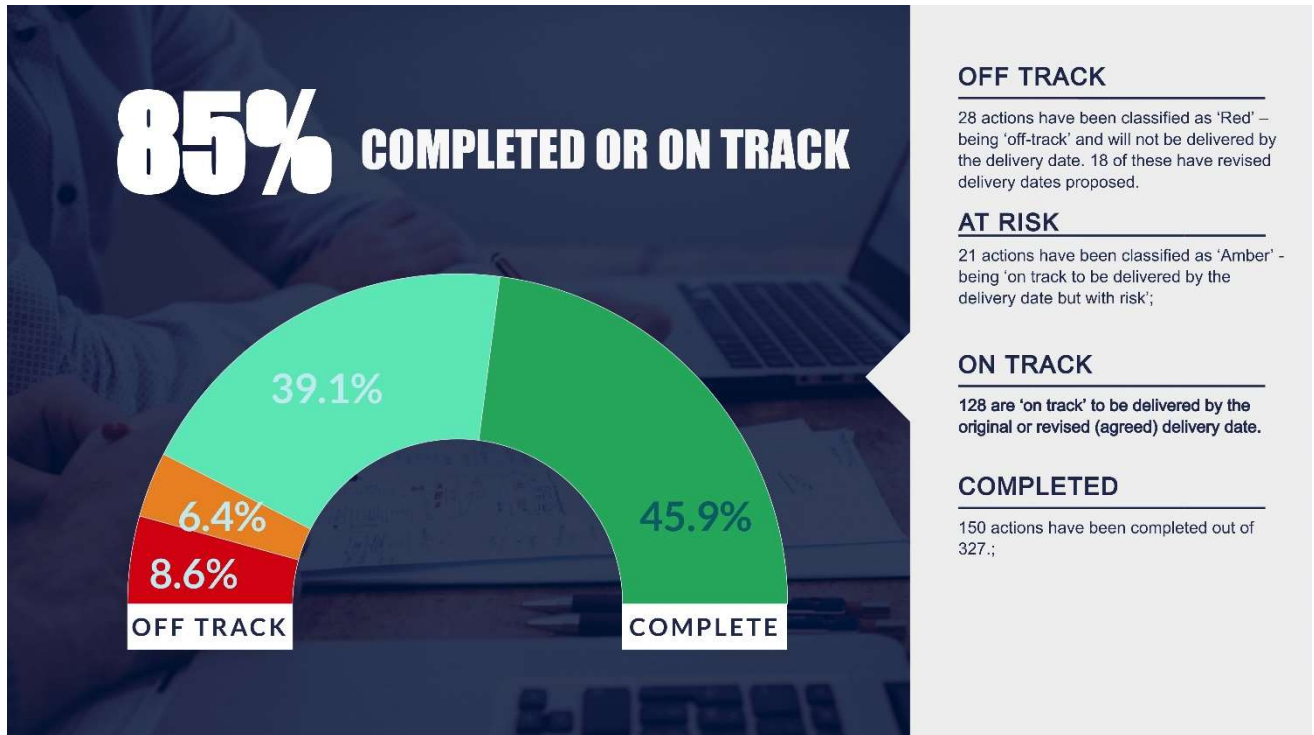
All these strategies will aid the delivery of Our Towards a Better Newham Covid-19 Recovery Strategy, which builds on our Community Wealth Building approach, making us the first borough in London to use health, well-being and happiness as our prime measure of economic success as part of an ambitious recovery strategy in response to the coronavirus pandemic.

This report illuminates on the Council's quarterly progress to this end, and shows how we are working towards achieving a fairer local economy, a more prosperous and equal borough for all.

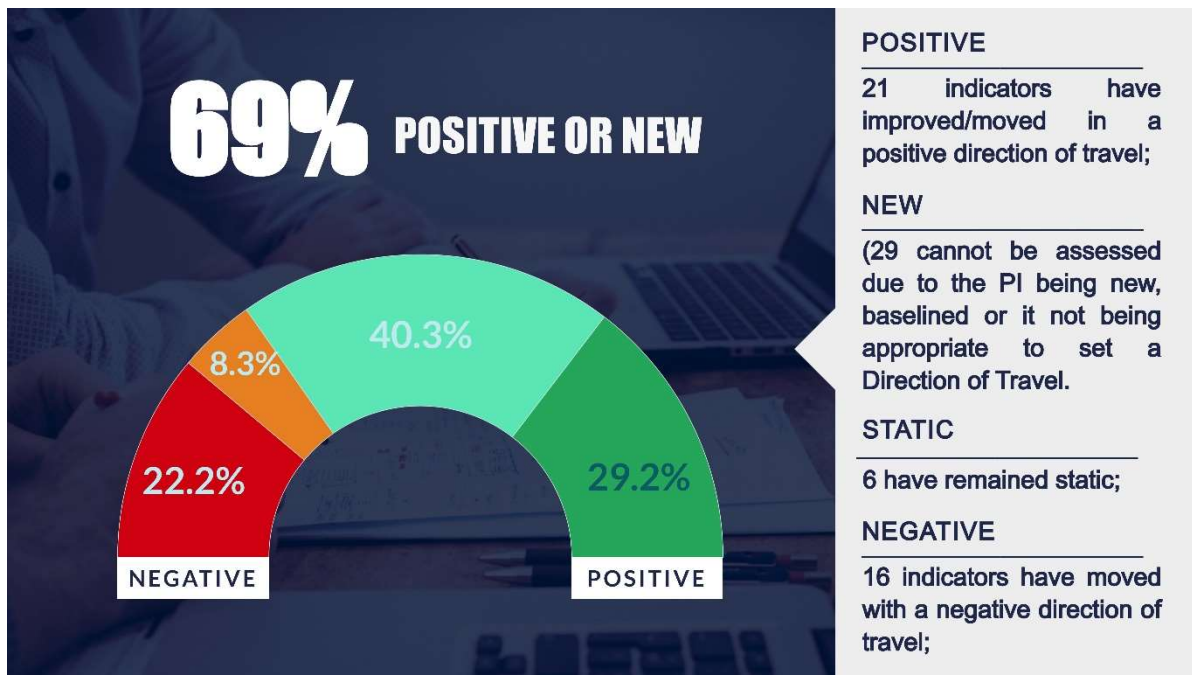
1. Executive Summary

- 1.1 This report follows the Towards a Better Newham annual performance report which was reported to Cabinet in July 2021 and sets out the first quarterly report for the fiscal year 2021/2022 in relation to the delivery of Towards a Better Newham, and on our revised suite of key performance indicators, and the Newham Outcomes Framework.
- 1.2 COVID-19 is the biggest health emergency to face the world in over a century. The scale of damage to the health, well-being and economy of Newham cannot be overstated. Due to the socio-economic characteristics and ethnic group make-up of the Borough, Newham has been particularly hard hit with a wide range of disproportionate impacts in terms of case rates, numbers of deaths and economic and wider social impact.
- 1.3 We recognised early in the pandemic that a range of interventions and responses were needed to support residents and businesses to get through the pandemic. The pandemic has created additional responsibilities for local authorities on top of the services we have historically provided to our residents. The pandemic has also had impacts on the capacity of our services - as a result of staff or their dependents affected by COVID as well as the restrictions imposed by government to reduce the spread of the virus. We know that in certain areas, this will affect the performance of services in comparison to previous years. However, our services continue to adapt to the situation in order to protect our residents from the health, social and economic impacts of the virus and continue to provide an excellent service to all, while tackling the disproportionalities that the pandemic has caused.
- 1.4 This paper sets out Newham Council's performance report for the period Quarter 1 April 2021 to June 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. In July, as part of the annual Towards a Better Newham performance report, we committed to Cabinet that future reports will be made based on 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. Following approval by Cabinet of this approach and Outcome Framework (outcome measures and supporting suite of KPIs) in July 21, this report therefore includes:
 - **Iteration 1 of the Newham Outcomes Framework measures:** The first iteration of the framework to enable us to compare progress in the future and the proposed direction of travel for reporting. This is set out in further detail in Appendix 1 titled 'Outcomes measures'.

- Quarter 1 (2021/2022) delivery of the Towards a Better Newham Corporate Delivery Plan:** The Quarter 1 2021/22 monitoring report on the new Towards a Better Newham Corporate Delivery Plan was agreed at Cabinet in November 2020, which replaced the previous Corporate Plan. This is set out in further detail in section 5.0, however a summary of the position is set out in the graphic below:



- Quarter 1(2021/2022) update on our revised suite of key corporate performance indicators:** The first update to Cabinet on how we are performing against our new suite of Corporate Key Performance Indicators in Quarter 1 2020/21, which is set out in further detail in section 5.0 and Appendix 2 – Q1 Performance Report 2021/2022.



2. Recommendations

2.1 For the reasons set out in the report and its appendices, Cabinet is recommended to:

- Note the proposed measures and baselines for the Outcomes Framework and further work planned (Appendix 1)
- Note and consider the progress as at Q1 (2021/2022) in delivery of Towards a Better Newham and the Corporate Delivery Plan on pages 9 –22
- Note the Q1 (2021/2022) report on the new Corporate level performance measures (Appendix 2)
- Agree responses to the request for amendments and changes to the Corporate Delivery Plan outlined in Appendix 3.

3. Background

3.1 Developing the Outcomes Framework

The Newham Outcomes Framework sits in the context of our overarching Newham Strategic Framework for the period of 2020-2022, which is laid out in diagram-form below:

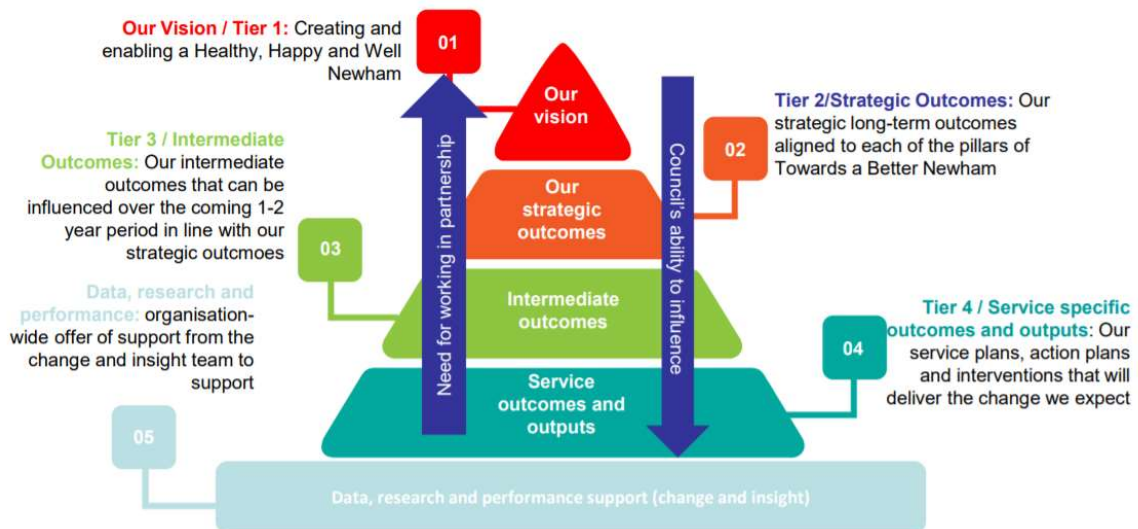
**NEWHAM STRATEGIC FRAMEWORK
2020-2022**



WE ARE NEWHAM.

People at the Heart of Everything We Do

We have developed a theory of change that outlines the relationships between our overall vision (Tier 1) and strategic outcomes (Tier 2) in Towards a Better Newham, the outcome statements & measures (Tier 3) in the Outcomes Framework and the performance indicators (Tier 4).



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

3.2 How we will apply the principles in our approach to establishing and embedding our renewed focus on outcomes in Newham

3.2.1 We will put people at the heart of everything we do. Our outcomes focus on our residents, communities, businesses & visitors first, and our needs as a council second.

- Improve how we make the best use of our insights from our Community Assemblies to enable services & partners to understand and act on neighbourhood-level priorities and to better connect community-led activity with the work of our services and partners
- Continue to involve residents in the design & delivery of our services and strategies and use these insights to improve how we serve our communities through the development of a participation framework.
- Improve how we make the best use of insights from frontline staff to better inform the design of our services & strategies to make it easier for staff to solve problems with residents
- Improve how we make the best use of insights from our partners and the relationships they have with our residents
- Improve how we make the best use of academic expertise, through developing a set of research priorities that can help prioritise the support we seek from our universities

3.2.2 Creating a Healthy, Happy and Well Newham, and the subsequent goals of Towards a Better a Newham is the end goal for all the outcomes across the framework.

- Developing a whole section of the Outcomes Framework Survey on health, happiness, and well-being and mapping measures from 50 Steps onto the Outcomes Framework

3.2.3 Our measures should act as proxies that help us assess the impact of our actions on the lives of our residents and influence change, rather than what can be easily measured.

- The appendix is a first iteration of the measures of the framework and provide existing baselines where these exist at a Newham level, or if not, at a regional or national level.
- Further work will be carried out to develop measures for the totality of the framework, in particular Pillar 8, where there are lack of existing measures or baselines, because national frameworks and previous local frameworks have not used community wealth building as measures for the health of the economy.
- We will also work with our anchor institutions to create as much alignment as possible into the Newham Outcomes Framework, starting with:
 - Aligning outcomes from the London Legacy Development Corporation and Populo to the Newham Outcomes Framework
 - Partnering with Royal Docks in the development of the Newham Outcomes Framework Survey
 - Continuing to be part of the London Prosperity Board to track the insights from the 10-year longitudinal insights across the Olympic boroughs

3.2.4 Outcomes in this framework are drawn from our existing strategies wherever possible

- New strategies & plans will need to apply relevant measures from the Newham Outcomes Framework as the ways they will measure success, so there is a golden thread between our overall vision and activity on the ground.
- Work has started through the new service planning exercise, where services have been asked to outline the indicators and measures they will help achieve.

3.2.5 Our outcomes will be as all-encompassing as possible, and therefore refer to our residents as our whole population, irrespective of demography, background or need.

- Our Newham Outcomes Framework Survey will use a representative sample of the population on the priority issues from Towards a Better Newham. It will also help understand the relationships between different factors that affect people's lives.

3.2.6 We will understand how specific groups are being positively or negatively impacted by change in Newham, in order to better tackle inequalities.

- Targeted work will be undertaken to carry out an impact assessment of the cumulative inequalities that affect people's lives in order to better shape our strategies & services in the future, building on the insights developed through the Council's Tackling Racism, Inequality & Disproportionality Programme

3.2.7 We have weaved in outcomes that are relevant to our five strategic principles explicitly wherever possible, and where these references are not explicit we will ensure that they are reflected in how we break-down and measure outcomes within the framework

- The Newham Outcomes Framework measures has already been cross-referenced with against five strategic principles. This has been undertaken in relation to establishing specific measures that capture our focus on Brighter Futures across the range of proposed outcomes framework measures, through our focus on specific measures relating to our 50 Steps Towards a Healthier Newham Strategy and establishing a range of Community Wealth Building measures across all eight of the pillars of the framework. In addition – this work will be continuously iterated and developed, with specific work planned to further develop more granular outcomes measures for areas such as our Tackling Racism, Inequality and Disproportionality programme and principles in future iterations.

3.2.8 We will use outcomes that can be easily benchmarked and compared with others, regionally, nationally or internationally in order for us to contextualise the insight we gather from the framework wherever possible

- Further iterations will provide more comprehensive regional and national benchmarks in order for us to better compare our progress with other areas
- We will also maximise the use of new regional & national open data-sets, develop a forward plan for the future use of data warehouse, including clearer

and stronger use of and integration between systems maximise the smart-cities opportunity for data

3.3 How the Outcomes Framework was developed

The Outcomes Framework was developed following:

- **Analysis of our main 60 strategies:** Mapping a longlist of over 1,000 outcomes statements drawn from 60 organisational strategies and focusing them down to the statements and measures now in the framework
- **International, national and regional research:** Informed by research into a wide-range of international, national and regional approaches to happiness, health and wellbeing
- **Workshops with Cabinet and our Corporate Management Team:** A number of strategic workshops with Cabinet and CMT have helped focus the current framework
- **Towards a Better Newham vision:** The main drivers, tenets and intentions that sit behind Towards a Better Newham have been fed into the overarching framework
- **External peer challenge:** External specialists have helped inform the approach
- **Approval by Cabinet:** Cabinet approved the Outcomes Framework in July this year

3.4 The Corporate Performance measures (Tier 4 of the Outcomes Framework) was developed through the following:

- A **comprehensive review of all the current performance measures**, focussing on determining the best measures to assess progress of delivering our vision and outcomes.
- A **revised set of Corporate and Service level PIs** was devised to monitor progress at output/activity level during 21/22 which can all be clearly linked to our strategic and intermediate outcomes.
- These were developed in partnership between the Change and Insight team and Directorates through workshops, research and the organisation-wide service planning process recently conducted.
- A **sifting of those PIs to identify a set of priority or Corporate PIs** that will be reported to Cabinet on a quarterly basis. These are measures determined to give the best sense of direction of travel to Cabinet of our movement toward achieving the outcomes set out in the framework. The underpinning Service PIs will be reported as part of the monthly IPR report to officers and lead members.
- As the outcome measures are further developed the Change and Insight Team will continue to work collaboratively with the Policy and Research team to **establish baselines, targets and benchmarks where still outstanding**, and ensure the performance measures compliment and support the framework to provide a rounded assessment of impact. As referenced in para 3.2.3, further work will be carried out in respect of reviewing measures for Pillar 8.

4. Proposals

4.1 Future reporting on the Outcomes Framework

4.1.1 The current Newham Outcomes Framework measures suite represents a first iteration for Cabinet consideration. Given the cross-cutting and longitudinal focus of the ambition of our strategy and therefore of the framework, most measures within the Outcomes Framework are planned to be reported on an annual basis, while the remainder reported on a quarterly basis are reported in the corporate performance framework, except for reporting of employment & income data. The Outcomes Framework will therefore be reported annually, while the quarterly corporate performance report provides the regular health check for the council.

4.1.2 The next Cabinet report on the Newham Outcomes Framework report will be in May 2022 coinciding with the publication of the Newham Outcomes Framework survey, which will be a survey of a representative sample of the population on measures that cut across the framework. It will also include an update on progress made on developing approaches and baselines for any outstanding measures, and where available regional & national benchmarks will be provided to enable comparison with others. The framework will be improved over time to ensure it implements the principles set out in 3.2.

4.1.3 The Council will convene an external group of partners within Newham, to identify research & analysis they produce that could complement council work to measure the impact of the outcomes. This group will have the skills to analyse & visualise progress on the framework in a way that drives improvement and can be understood by residents. This will notably include organisations whose role is to carry out research such as universities and research institutes but also those who commission research. Initial work is already underway with Royal Docks acting as a partner to Newham Council's Outcomes Framework Survey, as well as work with UCL to support residents to carry out research in their own communities to assess the long-term effects of social, economic and physical change on the livelihoods of individuals and communities. This will be the first longitudinal study of household livelihoods based on community-led research.

4.2 Progress in relation to delivery of Towards a Better Newham and the Corporate Delivery Plan

4.2.1 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. This inevitably had an impact on the delivery of the Council's Towards a Better Newham Recovery Strategy and Corporate Delivery Plan. Despite this, up to the end of Q1 21/22 85 percent of actions contained in the Corporate Delivery Plan are either on track or completed. A summary of what has been delivered in Q1 21/22 is detailed in section 5.1:

- 150 actions have been completed out of 327

- 128 are 'on track' to be delivered by the original or revised (agreed) delivery date;
- 21 actions have been classified as 'Amber' - being 'on track to be delivered by the delivery date but with risk';
- 28 actions have been classified as 'Red' – being 'off-track' and will not be delivered by the delivery date. For those necessary, change requests in relation to these actions are set out in Appendix 3. Cabinet are asked to endorse the proposals for new delivery dates.

4.3 Overall Performance Summary – Q1 Corporate PIs

4.3.1 This is the first time we have reported on the new set of 72 Corporate Performance measures for 21/22 which will be reported on a quarterly basis to CMT and Cabinet. In summary:

- 27 of the 72 have been newly introduced for 2021/2022 year as a result of the review of KPI's agreed by Cabinet in July 2021.
- of the 27 we are already able to provide baselining information for 7 measures.
- there are 13 where work is ongoing to develop the measures in advance of reporting. For these measures there is no historical or comparable information currently to gauge performance.
- the 72 sit within a wider suite of 259 Service PIs which will be reported by Exception to CMT and Lead Members as part of the Integrated Performance Report monthly.
- There are 7 organisational health corporate measures within the 72 measures, not aligned to the Pillars which feature in Appendix 2.

4.3.2 At the end of Quarter 1, 2021, despite the significant challenges the organisation continues to face in responding to the Covid-19 crisis, out of the 72 measures:

- 21 indicators have improved/moved in a positive direction of travel.
- 16 indicators have moved in a negative direction of travel.
- 6 have remained static in terms of direction of travel; and there are
- 29 where a direction of travel cannot be assessed due to the measure being new, baselined or it is not possible or appropriate to assess a direction of travel

5. Delivering Council Policy and Corporate Priorities

5.1 Performance summary of our Towards a Better Newham Recovery Strategy (from November 2020) and our key performance indicators (Q1 2021-2022)

5.5.1 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 new corporate key performance indicator suite during Q1 2021/22. 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.

- We said that we would establish a new Outcomes Framework for Newham with a focus on our Towards a Better Newham strategy and our new priorities and this was agreed by Cabinet in March 21. In July 2021 specific measures and intended direction of travel for the future of the outcomes measures were presented to Cabinet and agreed.
- This and future reports to Cabinet will be made on the basis of demonstrating measurable progress not only in relation to our new suite of agreed KPI's but also on how we are delivering the system-wide change envisaged in our Outcomes Framework.

Progress in relation to our Corporate Key Performance Indicators for Pillar 1

There are 12 Corporate measures aligned to Pillar 1 across library services, customer services, complaints, housing benefit claims, and council tax collection. Several measures in relation to the reach of Council communications and the percentage of interactions delivered digitally are in development.

- **KPI CO2 (Appendix 2, Page 3) Newham residents are socially integrated in their communities: Use of Libraries:** Attendances at libraries are recovering with a 20 percent increase in June 21, on May 21. Libraries continue to have restrictions placed upon their activity as defined by Step 3 of government regulations but are open approximately 2/3 of non-pandemic opening hours. As usage of libraries remains limited, this will continue to influence the number of physical visits to the building, as will the reluctance of many residents to enter public buildings. The annual target of 1,678,850 visits to our libraries per annum was set pre Covid-19 and as such is unlikely to be met. In June 2021 there were also 39,414 new joiners to our libraries, as every primary school child in Newham was signed-up to become a member of our libraries through a partnership with Pupil Services and schools as part of the Summer Reading Challenge. This is a one-off mass join-up that will not be replicated, although individual children will be registered in future as they join school.

- KPI CTB03 (Appendix 2, Page 4) Newham residents have high-quality experiences and interactions with the Council: Processing times for Housing Benefit Claims.** New claims were processed on average in 38 days in Quarter 1 2021/22 which represents a downturn. The performance of this measure has been impacted by the increase in demand pressure on the service more broadly as a result of Covid-19. The service has seen increases in demand in other areas of benefit administration resulting 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 being handled. At the same time, the level of movement of residents in temporary accommodation has been prioritised to ensure income for the Council and to assist vulnerable residents.
- KPI CS01 (Appendix 2, Page 4) Percentage of Calls Answered by Corporate Contact Centre (Customer Services).** 89.84 percent of calls were answered in Quarter 1 2021 (81,357 of 90,557). Since February 2021 there has been an improvement in call answering, with monthly answer rates being maintained above 90 percent. In June this dipped to 86.33 percent with an increase in the volume of calls noted. Factors impacting performance included regular IT issues with officers being disconnected from the phone system including issues identified with laptops of staff working within the virtual call centre which now require long-term solutions. In addition there was an observed 20 percent increase in calls overall in June to the Corporate Contact Centre due to the following:

 - 24 percent increase in Letting calls due to 5,000 EU Nationals being contacted (twice) to provide details of eligibility to remain on council housing waiting list.
 - 28 percent increase in Anti-social behaviour (ASB) calls due to residents' concerns with social distancing and confusion about current restrictions (complaints have increased at the same time)
 - 20 percent increase in Street Cleansing and Parks – significant increase in calls about street cleansing, due to leaves and un-swept roads.
 - 27 percent in calls to Housing and Rents – Some related to Housing Benefit payments and others to housing conditions

Remedial actions have now been developed and will be implemented over the coming period to return to the good performance seen since February 2021 and will be reported on in the next report to Cabinet.

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 during Q1:

- We refreshed the way we provide employability and skills support to 14-19 year-olds, as part of our Community Wealth Building Strategy, launching and recruiting to our Youth Service offer.
- Our Newham Work and Our Newham Youth commenced the Kickstart scheme in February 2021. Since this date, 75 employers have agreed to participate with the service in its capacity as a gateway. These employers have created 292 opportunities for young people and our advisory teams are working hard to match suitable residents to these vacancies. We have supported 32 residents in to employment and are waiting on outcomes from employer interviews to conclude recruitment activity.
- Through the internal Kickstart Scheme: 15 Internal Newham departments have created 60 opportunities for the scheme. Of the departments that begun their recruitment 89 submissions have been received for these positions. As a result, 55 interviews have been created and 3 residents commenced employment in June and 11 offers of employment have made to young residents pending suitable references.
- We have created business support with free start-up space and mentoring for young entrepreneurs with space currently being provided by the Expressway Incubator Hub and additional space will be provided by the Good Growth Hub.
- We have created internships with anchor institutions, council, council-adjacent organisations (LLDC, Populo, Royal Docks team), and major local employers (ExCeL, London City Airport)
- We have delivered education sessions for families and frontline workers on healthy eating and nutrition, and developed and established a Youth Befriending Service for Newham - "Your Time" to provide emotional wellbeing support to vulnerable CYP.
- We have developed the Corporate Parenting Board, so that all council departments work together effectively on issues such as health, educational attainment, training and employment, and the transition to adulthood.
- We have a comprehensive training offer in place for frontline staff in schools and community organisations to identify and signpost CYP at risk.

Key Performance Indicators (KPI):

There are 26 Corporate measures aligned to Pillar 2, across children's social care, education, youth empowerment, youth offending, children's health and early years. A key change to the reporting suite for this pillar is the addition of a number of measures developed to assess the impact of our youth offer and youth empowerment for which baselining information is provided in the dashboard.

- **KPI CYP02 (Appendix 2, Page 6) Percentage take up of eligible 2 year olds of the 15 hour Early Education Funding offer.** The percentage of eligible 2 year olds taking up free early years educational entitlement in the 2020/21 Spring term (January - March) was 54 percent, this is 7.4 percent lower than the same term in the previous academic year. Covid has impacted on take-up this year and while some recovery was reported in the 2 year old take-up after the initial summer lockdown last year, going back into lockdown has seen take-up reduce further. The Council is working in partnership with Hemsalls who have been commissioned by the DfE to support 2 year old up-take nationally. 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 calls and in-person contact with a wide range of families within settings and it is hoped this downward trajectory will be addressed for the next formal report to Cabinet on progress.
- **KPI Y15(Appendix 2, Page 7) Return home interviews within 3 working days of returning home:** 61 percent of return home interviews were undertaken within 3 working days of returning home which is under the target of 70 percent but is above 20/21 performance of 54 percent. Since April 2021 the overall completion rates for interviews shows an improving picture with 52 percent successfully completed in April 21, 58 percent successfully completed in May 21 and 60 percent successfully completed in June 21. It is anticipated that this performance indicator will improve with completions of return home interviews improving.
- **KPI CYP20/21(Appendix 2, Page 10/11) Care leavers in suitable accommodation and Education, Employment and Training (EET):** 65 percent of care leavers eligible for a service are in suitable accommodation at the end of May 21, under the 85 percent target. 30 percent of our care leavers are in EET, this is significantly under the target of 60 percent. We have continued to implement the plan to address a number of recording issues that have affected reporting against this indicator and have made considerable progress. We now have a process to ensure data is monitored and to ensure it is as accurate and as up to date as possible, however given that this information is taken in arrears there will always be a natural delay as well factoring in harder to reach care leavers that may not currently be receiving a service that we still must make contact with. In addition to monitoring this indicator, our success will be measured by an increase in the percentage of young people we are in touch with overall. This was evidenced in 2020/21 year where we finished with 81.5 percent in suitable accommodation and 51.2 percent in EET. We expect to see this rise as we

progress within the year and will continue to monitor as this is now an area that the Teams on Duty focus on a weekly basis.

- **KPI New 56 (Appendix 2, Page 15) Young people into Kickstart placements:** After an initial delay, Our Newham Work and Our Newham Youth were able to commence the Kickstart scheme in February 2021. Since this date, 75 employers have agreed to participate with the service in its capacity as a gateway. These employers have created 292 opportunities for young people and the advisory teams are working hard to match suitable residents to these vacancies. The service has supported 32 residents into employment and are waiting on outcomes from employer interviews to conclude recruitment activity. 15 internal Newham departments have created 60 opportunities for the scheme. Of the departments that begun their recruitment, 89 submissions have been received for these positions. As a result, 55 interviews have been created and 3 residents commenced employment in June and 11 offers of employment have been made to young residents pending suitable references. (Initially 18 offers had been made for the internal programme but not all offers were taken up due to young people securing employment elsewhere. The service is working to refill the positions where this is the case).
- **KPI New 50 (Appendix 2, Page 17) Residents securing a job through Our Newham Works age 16-25.** We have introduced a measure of the percentage of jobstarts for young people aged 15-25. From April 2021, 69 (40.1 percent) of our job starts secured through Our Newham Work have been young residents aged 15 – 25 have been supported into employment. In 2020/21 the proportion of job starts secured for young people through Our Newham Work was 37.5 percent of job starts were for residents in this age group - providing a baseline to track the direction of travel this year. The target for this measure has been set at 50 percent of all jobs starts for Our Newham Work to be for young residents aged 15-25.

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 during Q1:

- During Q1 we have improved and transformed the organisation's approach to managing debt and collections in line with our overall principle of community wealth building and ensuring the organisation remains financially robust and resilient. We have reviewed economic development employment and debt support ensuring it is fit for purpose.
- We have established pathways to high quality apprenticeships and internships to ensure residents are well placed to secure and succeed in them. Through the Royal Docks Pilot Internship Programme of support for all residents (but young people specifically) 17 positions have been made available, and 64 applications received. 15 filled (and 2 offers) by Newham residents who began in April - interns are employed for 12 months and are paid at London Living wage.
- We have established the Employment Rights Hub, with significant promotion of the service and ongoing engagement, recruited employment rights officers and campaigned to encourage businesses to adopt fair employment policies and take inspiration from the Mayor of London's Good Work Standard, which includes programmes to tackle racism, inequality and disproportionality.

Key performance indicators:

There are 2 Corporate measures aligned to this pillar:

- **KPI LE4 (Appendix 2, Page 17) Residents securing a job through Our Newham Work:** At the end of Quarter 1, Our Newham Work has supported 172 residents into employment since the start of April 2021. The year target for 2021/22 is 1,500 job starts.
- **KPI New51 (Appendix 2, Page 17) From April 2021, 81 (47.1 percent) jobs secured via Our Newham Work were paying London Living Wage or above.** This is a new corporate performance measure introduced for 2021/22. In 2020/21 26.7 percent of job starts were in this category - providing a baseline to track the direction of travel this year. The target for this measure has been set at 40 percent of jobs starts.

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 Q1

- We have developed and implemented a new strategic approach to working with the VCS with the specification to commission a VCFS infrastructure organisation and contract finalised.
- As part of our approach to Community Wealth Building, we have implemented the Well Newham programme, with a focus on ensuring that we support our residents to be healthy, both mentally and physically; enabling residents to access local services in a coordinated way; and developing an active network of health champions.
- We have developed a Health and Social Care Space partnership between LB Newham and the NHS to create primary care hubs. We have also co-designed and implement a refreshed Carers Strategy which is due for launch imminently.
- We have gained buy in to our Healthy Catering Commitment and Sustainable Food City with public sector-controlled sites, part of our 50 Steps strategy. We have also re-started food safety and regulatory activity in light of plans to ease lockdown and move into the 'new normal'.
- We have firmly established Well Newham to address wider social, economic, and environmental determinants of health and deliver social prescribing.

Key performance indicators:

There are 11 Corporate measures aligned to this pillar.

- **KPI New 237(Appendix 2, Page 21) Disproportionality - Ratio between the proportion of offenders who are from diverse communities (Black, or Minority Ethnic) and the proportion of Newham's 10-17yr population that are from diverse communities (Black or Minority Ethnic.** This is a new indicator which been affected by the pandemic and so is reported in arrears. For the year 2020/21 up to Q3, of the young people being engaged or supported by the the Youth Offending Team, 77 percent were from a diverse communities (Black or Minority Ethnic) background. This is in comparison to the equivalent representative youth population which is at 82 percent. As such the ratio between these two percentages, 0.94 demonstrates that the percentage of BME young people entering the Youth Offending Team (YOT) is proportional to the makeup of the borough's youth population.

- **KPI A13 (Appendix 2, Page 20) Percentage of people reviewed or assessed (adult social care):** 17 percent of our Adult Social Care customers have been reviewed or re-assessed since April 2021. Performance for this quarter is therefore 3 points below the first quarter target of 20 percent. However, compared to the same period last year, performance has improved, which suggests that 2021/2022 will represent a positive year for performance against this indicator. Performance reflects the focus that has been given across all ASC teams to improving this measure as part of their service and team plans, this is reflected by the volume reviewed this period compared to the same period last year.
- **KPI A06 (Appendix 2, Page 19) Percentage of people with Direct Payments (DP):** 26.3 percent of customers were in receipt of a direct payment at the end of June 2021 which is below the 29 percent target. A Direct Payment Task and Finish Group has been set up to take forward wider improvements to our direct payments offer, with a view to increasing the uptake across the entirety of Adult Social Care (ASC) and to ensure we are promoting independence across a e broad range of our ASC offer. This includes staff surveys to determine barriers, training requirements and to improve our internal processes that can support our direct payment offer. In addition, work is underway to improve the information for people wishing to take up a direct payment, proactive targeting to encourage DP take up, improved processes to shorten set up time and reduce bureaucracy.

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 during Q1:

- We have finalised the overarching Newham High Streets Town Centre Strategy phase 1 and the Report has been published. This sets out a clear process to understand the needs and potential of each of the Borough's town centres in two phases, and co-designs aspirations for future action. We have launched and published Strategic Delivery Plans for Forest Gate, Green Street, Manor Park and Little Ilford (June 2021).
- After a pause in 2020, we have continued the delivery of the Shape Newham project, actively delivering public space and arts enhancements across 8 town centres in partnership with the community. For example installation of artwork on the windows of Manor Park Library, designed by local artists and installed by local contractors in support of the Council's Community Wealth Building agenda; painting of murals at the entrances to Forest Gate and Beckton Youth Zones – co-designed with young people and painted with drop-in sessions allowing the young people to participate in the painting, in support of the Council's Youth Empowerment agenda. Planning permissions have been granted for a four further projects including revamping a shopping parade in Plaistow and installing a sculpture in Little Ilford that actively captures pollution, in support of the Council's Climate Now agenda.

Key performance indicators:

There are 3 Corporate measures aligned to this pillar:

- **KPI ENV24 (Appendix 2, Page 25) Resident satisfaction with parks and open spaces**, as measured by the Newham survey, (2019) shows that views of parks and open spaces have also improved significantly, with 81 percent having a positive opinion compared to 76 percent in 2018. More residents than in 2018 and 2017 have a positive view of the overall quality, cleanliness, security and play areas. This important measure will be re-measured as part of our impending Newham Survey which is being relaunched this year following its cessation during the COVID-19 crisis.
- **KPI New 32 (Appendix 2, Page 24)** A new measure is currently being developed- **the percentage of residents who have participated in cultural and community events and activities reporting a positive impact/outcome on their wellbeing as a result of participation** (to include participatory forums, cultural events and activities and library-run activities events).

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 during Q1:

- The final pilot of the Better Streets trial has now been rolled out and a rolling programme of interventions from the two of the successful pilots has been rolled out. A strategy is to be created to identify street cleansing priorities, map out the future of the Better Streets programme.
- We have implemented an emissions based parking scheme and invested in cycling parking and infrastructure, developing walking routes across the borough to reduce the reliance on motor vehicles. - The council has made significant commitments as part of Keep Newham Moving (KNM) programme that support more active and sustainable travel. In respect to cycling strategic partnerships have been cultivated that has increased the provision of cycles for residents and visitors through the Brompton bike scheme.
- We have delivered a communications campaign across the borough to target a reduction in the amount of food that residents waste, with events in schools and neighbourhoods to promote the message. Adjustments have been made to run the campaign mainly via social media and events have been run via Zoom & an anti-food waste cooking course run via WhatsApp. Specific campaigns remain ongoing.
- We have promoted compliance with Minimum Efficiency Standard (MEES) regulations in Newham's PRS with 105 properties currently under investigation.

Key performance indicators:

There are 5 Corporate measures aligned to this measure:

- **KPI ENV23 (Appendix 2, Page 27) Modal shift against Mayor of London's transport targets (percentage shift of travel modes to public transport, cycling and walking).** This is a new corporate PI for 2021/22 and the initial data covers 2018/19. The data is derived from the TfL's Annual London Travel Demand Survey. Although the data is usually collated and released annually in December every year, the data will be delayed for a number of months this year given the challenges faced in reporting and monitoring experienced as a result of the COVID-19 crisis. The current target for Newham is for 76 percent of trips by walking, cycling and public transport by 2021 (83 percent by 2041). The most recent data (72 percent) shows Newham is slightly below the target of 76 percent, and while measures are in place to encourage modal shift to walking and cycling (as set out in full in the Local Implementation Plan and Air Quality Action Plan documents), this will remain a priority for partnership working with TfL and our wider transport partners over the coming period.

- **KPI ENV18 (Appendix 2, Page 27) Percentage of Household waste sent for reuse, recycling or composting:** The May performance outturn at 20.08 percent is significantly higher than the 18.00 percent performance target. Despite this good performance, it is acknowledged that Newham's recycling rates are still low in comparison with our statistical and regional neighbours. There are a number of factors as to why recycling levels are lower in Newham comparatively. The Waste and Resources Action Programme (WRAP) identified the 'barriers to recycling' for residents, most of which are prevalent in Newham including language barriers, deprivation and overcrowding. Overall, the recycling rate in Newham has increased as the Waste Disposal authority (ELWA) and its contractor Renewi have made improvements to increase recycling. Further improvements to the recycling rate are expected when the recycling service moves to weekly in 2021 and more materials will be accepted for recycling – a trial of this service started in September 2020 across 4000 properties. In addition there are a range of supplementary projects underway aimed at increasing recycling rates in Newham such as the roll-out of recycling bins to older blocks. The Waste & Recycling team are also increasing the communication via social media having launched in September 2020 the Newham Recycles Facebook and Twitter pages.

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 during Q1:

- Our Newham Housing Delivery Strategy was approved by Cabinet on 11th May with a borough-wide programme of activity underway across the breadth of our housing delivery programme and offer to improve the quality and experience of housing in Newham.
- We have established Resident Steering Groups, including building in co-design activities in key estate regeneration projects, and our Resident's charter has been further improved by the launch of our Housing Offer to our tenants and residents.
- We have also developed a Resident Involvement Strategy agreed at Cabinet briefing in May 2021. Pilot implementation is underway and full launch will take place in July 2021.

Key performance indicators:

There are 4 corporate measures aligned to this pillar.

- **KPI RP07 (Appendix 2, Page 30) Number of genuinely affordable homes started:** This performance indicator was introduced in 2019/20 to track the 1,000 new home starts planned under the Affordable Homes for Newham programme. Overall, the Affordable Homes for Newham Programme has agreed an ambitious target with the GLA to deliver at least 1,000 starts on site by March 2022. To achieve this overall target, 539 starts are required in 2021-22 to bring the overall cumulative total for the programme to 1,000. In Quarter 1, there was one site start – New City Road – with 28 London Affordable Rent (LAR) homes. 201 homes were started under the Affordable Homes for Newham in 2020/21. The programme had originally forecast 228 starts in this period, but owing to technical issues with one site, the GLA allowed these starts to be deferred into 2021/22.
- **KPI H03 (Appendix 2, Page 29) Homelessness – numbers in temporary accommodation:** At the end of June there were 5,578 households in temporary accommodation (TA) compared to 5650 at the end of 20/21. Direction of travel is marked as Amber because the number of households in temporary accommodation has remained static from May to June. The number of households in temporary accommodation is consistent with the previous month, which was the 7th consecutive month to report a decrease in the overall number of households in TA. However, this also reflects a period where an additional 99 households moved into temporary accommodation as a result of properties previously managed by Mears, being returned to the management of the Council, with those households having a 'main housing duty' accepted. Excluding these would have resulted in the TA numbers reducing to 5,479.

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 during Q1:

- We have put a programme in place to transform Newham into a beacon of Community Wealth Building where we use our purchasing power to keep wealth in our local economy so the benefits are shared more equally among our residents.
- We have ensured greater involvement of residents and residents' groups over Custom House Regeneration, and consulted directly with residents of the Carpenter's Estate about producing a resident-led Masterplan for its future, through the setting up of a steering group. We have developed Home Owners Offers for Carpenters, Canning Town and Custom House estates and achieved multiple buy backs to assist the land assembly of custom House. We have also secured buy in from GLA on the estate regeneration and canning ballot boundaries.

Key performance indicators: Further work will be carried out to develop measures for Pillar 8, where there are lack of existing measures or baselines, because national frameworks and previous local frameworks haven't used community wealth building as measures for the health of the economy

- **KPI CTB05 (Appendix 2, Page 32) Overpayments - Local authority (LA) error as a percentage of fully subsidised housing benefit:** At the end of Quarter 1, overpayments of Housing Benefit are within the threshold of 0.46 percent to receive full subsidy. Direction of travel (DoT) compares June (0.15 percent) with May (0.09 percent).
- **KPI New57 (Appendix 2, Page 32) Council Tax - Budgeted income collected:** This is a new Corporate performance measure introduced for reporting in 2021/22. As at the end of Quarter 1 £32,882k had been collected against the budgeted annual income (27.89 percent). The annual Target for 2021/22 = Budgeted income of £117,880k. This figure is based on the target collection rate of 96 percent of £121,777k expected net collectable debits for 2021/22 Council Tax.

6. Alternatives Considered

- 6.1 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.

7. Consultation

7.1 Rokhsana Fiaz, Mayor of Newham: 1st September 2021

8. Implications

8.1 Financial Implications

8.1.1 There are no direct financial implications from the report at this stage as this report is intended to provide information for reporting purposes only.

8.2 Legal Implications

8.2.1 No implications at this stage as this report is intended to provide information for reporting purposes only

8.3 Equalities Implications

8.3.1 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

8.4 Other Implications: N/A

9. Background Information Used in the Preparation of this Report

9.1 N/A