

# LONDON BOROUGH OF NEWHAM

## CABINET

<b>Report title</b>	Towards a Better Newham: Quarterly progress and performance report July to September 2021.	
<b>Date of Meeting</b>	7th December 2021	
<b>Lead Officer</b>	James Partis, Director of Change and Insight	
<b>Corporate Director, Job title</b>	Jessica Crowe, Corporate Director, People, Policy & Performance. Ext. 38539	
<b>Lead Member</b>	Mayor Rokhsana Fiaz OBE	
<b>Key Decision?</b>	No	Reasons: N/A
<b>Exempt Information &amp; Grounds</b>	Yes/No	Grounds:
<b>Wards Affected</b>	All	
<b>Appendices</b>	1. Q1 21/22 Performance Report 2. Change Requests – Corporate Delivery Plan	

### **Mayor Rokhsana Fiaz OBE, Lead Cabinet Member Introduction**

This report to Cabinet sets out the Council's Quarter 2 progress against its Towards a Better Newham Strategy and corresponding indicators, as we continue to drive optimal performance from the organisation for the benefit of our residents during this financial year 2021-2022. It shows how we are continue to respond to the challenges of Covid-19, with a positive trajectory of improvement since the last reporting quarter.

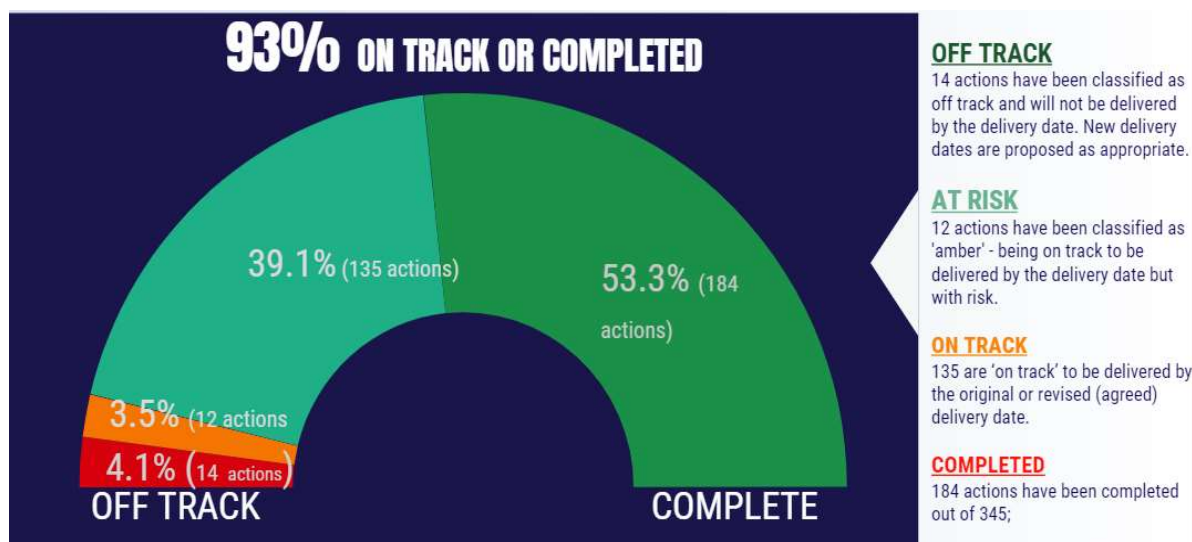
Across the Corporate Plan priorities, linked to vital recovery pillars; we remain on track to deliver across all our important strategies; from our Community Wealth Building and Inclusive Economy Strategies, our 50 Steps to a Healthier Newham ambitions and our Climate Emergency responsibilities. Presently 93 percent of our required actions are on course to be delivered, or have been delivered already. This demonstrates the focus we continue to place on transforming the Council so that in every way it delivers the best for Newham residents.

There is more that we need to accelerate and progress with; but this report shows how we are changing the Council for the better; and how we are transforming the borough to achieve a fairer economy locally for our people and ensure they are supported to lead happier, healthier lives that enhance their wellbeing.

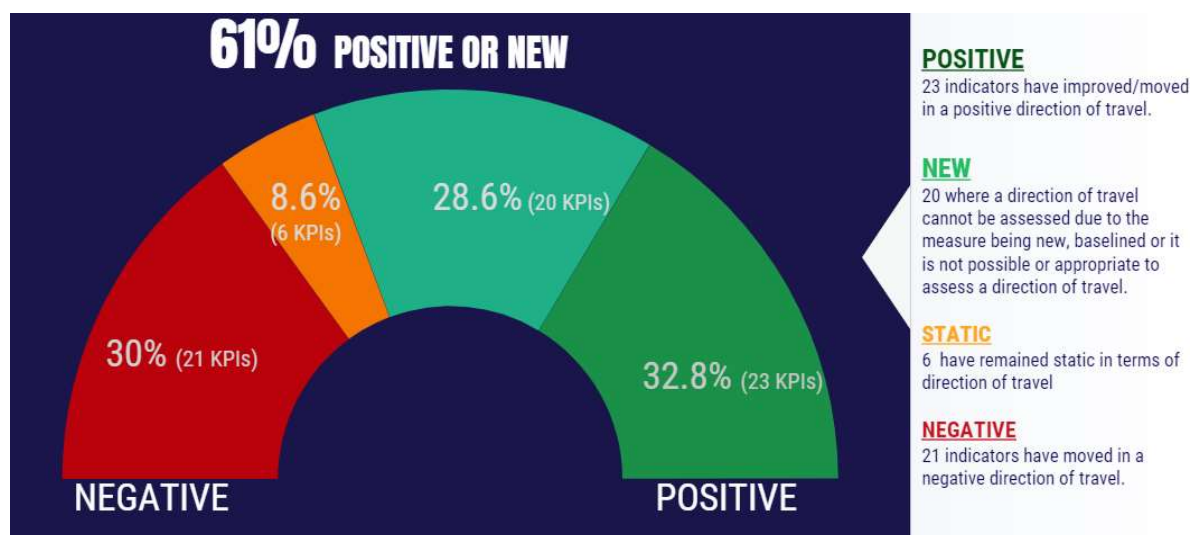
I commend this report to Cabinet for approval; as it is a demonstration of our enduring commitment to our people.

## 1. Executive Summary

- 1.1 This paper sets out Newham Council's second quarterly report for the fiscal year 2021/2022 in relation to the delivery of Newham's Towards a Better Newham Strategy (adopted by Cabinet in Nov 20), and our suite of key performance indicators. It covers the period July 2021 to Sept 2021 (Quarter 2) and presents the result of the progress made in this period. It follows on from the Towards a Better Newham Quarter 1 (April to June) performance report which was reported to Cabinet in September 2021.
- 1.2 This report, which sets out progress against the delivery of Newham's Towards a Better Newham Strategy and the supporting suite of key performance indicators, sits within Newham's Outcomes Framework as presented to Cabinet in September as part of the Towards a Better Newham Quarter 1 performance report. As agreed in September, given the cross-cutting nature and longitudinal focus of the Towards a Better Newham strategy and the corresponding Outcomes framework; most of the measures set out in the Outcomes Framework itself will be on an annual basis. Consequently, the next Cabinet report on the Newham Outcomes Framework report, which will be presented in May 2022 will also coincide with the publication of the first Newham Outcomes Framework survey presently underway.
- 1.3 Against the backdrop of the annual Outcomes Framework survey report, quarterly Towards a Better Newham performance reports will continue to be presented to Cabinet, so that progress can be monitored and tracked. Consequently, this second quarter report includes:
- 1.3.1 **Quarter 2 (2021/2022) update on delivery of the Towards a Better Newham Corporate Delivery Plan:** The Quarter 2 2021/22 monitoring report against the new Towards a Better Newham Corporate Delivery Plan, as agreed at Cabinet in November 2020, replaces and replaced the previous Corporate Plan. This is set out in further detail in section 5, however a summary of the position is set out in the graphic below.



1.3.2 **Quarter 2 (2021/2022) update on our revised suite of key corporate performance indicators:** This second quarterly update to Cabinet on how we are performing against our new suite of Corporate Key Performance Indicators in Q2 2020/21, is set out in further detail in Section 5 and Appendix 1 – Q2 21/22 Performance Report, however a summary position is set out in the graphic below.



## 2. Recommendations

- 2.1 For the reasons set out in the report and its appendices, Cabinet, is recommended to:
- 2.1.1 Note and consider the progress as at Q2 (2021/2022) in the delivery of the Towards a Better Newham Strategy and the Corporate Delivery Plan, as set out in Section 5.
  - 2.1.2 Note the Q2 (2021/2022) report on the Corporate level performance measures, as set out in Appendix 1.
  - 2.1.3 Agree the requested changes to the Corporate Delivery Plan, as set out in Appendix 2.

## 3. Background

- 3.1 Covid-19 has brought into sharp focus the structural weaknesses in our economy that have given rise to persistent issues such as poverty, financial isolation, inequality, lack of social mobility, precarious housing conditions and poor health outcomes. This has led the Council to recognise the need for a step-change in our approach, focussing upon quality of life and wellbeing for those who have been hit so hard.
- 3.2 Consequently, in November 2020, Cabinet approved the 'Towards a Better Newham' strategy which sets out the Council's ambitious plan to support our residents, communities and businesses to recover the unprecedented impact of COVID-19 and to begin work to reorient to create an inclusive economy for

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

As a key part of agreeing our new strategy, and in line with our agenda of maintaining the highest levels transparency and democratic accountability, this paper represents the second monitoring report on progress in relation to the delivery of Towards a Better Newham Strategy and the corresponding Corporate Delivery Plan for Quarter 2 of the 2021/22 financial year. It follows through on the commitment made by Cabinet in December 2018<sup>1</sup> to ensure that local residents, organisations and businesses are provided quarterly progress updates on how the Council is delivering against corporate priorities set.

## **4. Proposals**

### **4.1 Progress in relation to delivery of Towards a Better Newham and the Corporate Delivery Plan**

4.1.1 Since the publication and formal approval of the Council's Towards a Better Newham Strategy and Action Plan, national government has introduced a variable 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 these requirements, it is notable to highlight that in the period up to the end of Q2 21/22, 93 percent of actions contained in the Corporate Delivery Plan are either on track or completed. A summary of what has been delivered in Q2 21/22 is detailed in section 5, and key headlines are as follows:

- 184 actions have been completed out of 345 - representing 53 percent of actions detailed in the Corporate Delivery Plan;
- 135 are 'on track' to be delivered by the original or revised (agreed) delivery date - representing 39 percent of actions detailed in the Corporate Delivery Plan;
- 12 actions have been classified as 'Amber' - being 'on track to be delivered by the delivery date but with risk' - – representing 3.5 percent of actions detailed in the Corporate Delivery Plan;
- 14 actions have been classified as 'Red', that is being 'off-track' and consequently will not be delivered by the intended delivery date - – representing 4.1 percent of actions detailed in the Corporate Delivery Plan. Of these, a number of 'change requests' to these actions have been made and are set out in Appendix 2. In line with the recommendations above, Cabinet are asked to endorse the proposals for new delivery dates.

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<sup>1</sup> <https://mgov.newham.gov.uk/documents/s124751/Cabinet%20-%20Mid-year%20Performance%20Report%20-%20December%202018.pdf>

- Note all actions in the Corporate Delivery Plan were reviewed with Lead Members and Corporate Directors during the quarterly Pillar Review meetings in November, and this report reflects the main outcomes of those discussions, seeking endorsement for the new delivery dates where appropriate. Where more intensive follow up work was required following the Pillar Review, this will be carried out during Q3 and reflected in the next report.

## **4.2 Overall Performance Summary – Quarter 2 key performance measures.**

4.2.1 This is the second quarterly report on the new set of 70 Corporate Performance measures for the financial year 2021/22, which will continue to be formally reported on a quarterly basis to Cabinet, and will also be considered by the Council's Corporate Management Team (CMT) as part of the accountabilities that they are responsible for as the senior officer leadership team of the organisation. In summary:

- 26 of the 70 Corporate Performance Measures (CPMs) were introduced for 2021/2022 year as a result of a review of key Performance Indicators (KPI's) agreed by Cabinet in July 2021.
- Of the 26 CPMs, there has been ongoing progress during Q2 to develop the measures to the point they are reportable. There remain 3 CPMs where work is ongoing to develop specific measures in advance of reporting. Additionally, another 5 CPMs are still being developed and these relate to CPMs where data is not yet available due to the nature of the KPI required e.g. annual and/or no historical or comparable information currently to gauge performance.
- The 70 CPMs sit within a wider suite of 257 Service KPIs, which are reported by Exception to CMT and Lead / Cabinet Members as part of the Integrated Performance Report monthly system in place. Using this process (and where necessary) Directors, in conjunction with Lead Members have agreed changes to measures to respond to an improved understanding of how best to measure progress of delivering Towards a Better Newham.
- Additionally, there are 7 'organisational health' corporate measures within the 70 CPMs, which are not aligned to the Pillars, but which feature in Appendix 1.

4.2.2 At the end of Quarter 2, 2021/22, despite the significant challenges the organisation continues to face in responding to the Covid-19 crisis, out of the 70 measures:

- 23 indicators have improved/moved in a positive direction of travel.
- 21 indicators have moved in a negative direction of travel.
- 6 have remained static in terms of direction of travel; and there are
- 20 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 and our key performance indicators (Q2 2021-2022)**

5.1.1 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 Q2 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.
- In September 21 the first quarterly report of 21/22 was presented to Cabinet including the first iteration of the Outcomes Framework to enable us to compare progress in the future and the proposed direction of travel for reporting, alongside the first report on our new suite of agreed KPI's.

**Progress in relation to our Corporate Key Performance Indicators (KPIs) for Pillar 1**

The Outcomes framework is the key tool to help us measure the health, happiness and wellbeing of our residents as set out in Pillar 1 - through the Newham Survey and broad state of the borough annual outcomes measures. Whilst KPI measures that feature throughout this report (aligned to the 8 Pillars) all indicate progress in achieving these outcomes (and therefore this report should be read with this in mind), there are ten KPI measures aligned to Pillar 1 as they pertain to a specific outcome 'Newham has high quality experiences and interactions with the Council'. Two specific measures of the ten - the reach of Council's communications and the percentage of interactions delivered digitally - are presently in development:

- **KPI CO2 (Appendix 1, Page 4) Newham residents are socially integrated in their communities: Use of Libraries:** Attendances at libraries continues to recover with a 63.1 percent increase comparing Quarter 2 to Quarter 1 performance (160,874 visits). Libraries continue to have some restrictions on operating, because of Covid-19 related public health requirements, with a reduced events programme and reduced numbers allowed to attend events. In August 2021 for example, Libraries were open 10am-5pm 6 days a week with Stratford open on a Sunday afternoon, which is approximately 2/3 of non-pandemic opening hours.

There were 835 new Joiners in September, down from August (851) but new joiners will follow a seasonal trend and are higher in June & July 21 because of primary school membership project.

- **KPI CTB03 (Appendix 1, Page 3) Newham residents have high-quality experiences and interactions with the Council: Processing times for Housing Benefit Claims.** New claims were processed on average in 27 days at the end of Q2 2021. While this remains outside the target level (23 days), this is improvement on performance previously reported this year for Q1 when processing was taking on average 38 days. Overall performance for 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 have been prioritised to ensure income for the Council and to assist vulnerable residents. Changes to housing benefit entitlement mean that volumes of new claims are much reduced on previous years so these cases have a disproportionate impact on the average.
- **KPI CS01 (Appendix 1, Page 6) Percentage of Calls Answered by Corporate Contact Centre (Customer Services).** 83.4 percent of calls were answered by the Contact Centre in September, up from 81.1 percent in August (target 95 percent). However overall performance fell from 89.8 percent Q1 to 85 percent Q2 on a backdrop of there being over 3000 more calls in Q2. There are a number of factors which have been reported that are currently affecting the service's ability to handle calls including Customer Services having redeployed two members of staff to support the Registrars Service as per a request from Gold due to the backlog of birth registrations and ceremonies. There remains an ongoing issue with the contact centre telephony system, for which a project is in place to replace the existing system, and it is expected that the overall position of this service area will demonstrate ongoing progress improvements in the coming period.
- **KPI CTB01 (Appendix 1, Page 3) Percentage of Calls Answered by Council Tax and Benefits Contact Centre.** 86.6 percent of calls were answered by Council Tax and Benefits in September, up from 84.39 percent in August (target 95 percent). Overall Q2 performance improved from 84.63 percent in Q1 to 85.79 percent in Q2.

**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 Q2:

- We have developed a refreshed SEND strategy and improvement plan, and it is now being delivered through 5 multi-agency work streams. Our refreshed SEND governance structure and commission is fully operational - two Commission meetings have taken place to date with full engagement from the partnership and a successful 'Have your Say Day' was hosted for young people with SEND at Stratford Youth Zone.
- We have sought to improve the outcomes of children in care and young people who have been in care by developing the Corporate Parenting Board, so that all council departments work together effectively on issues such as health, educational attainment, training and employment, and the transition to adulthood. Launched in May, during Q2 Young co-chairs have been formalised and given training alongside the redesigned corporate parenting strategy being launched in October.
- We have delivered and continue to deliver training to frontline staff in schools and community organisations to identify and signpost CYP at risk. Over the past 7 months, the SCA and the NSCP have offered a multi layered approach to meeting the goal of training staff to identify and signpost risk. This has included.
  - Family Risk and Safety Assessment
  - Weekly lunchtime seminars covering a variety of topics to identify and address risk.
  - From September 21 a comprehensive training offer from the Newham Safeguarding Children's Partnership open to all staff and partners in Newham to support the identification and management of risk. This includes child neglect, Assessing the quality of Parental care; Child sexual abuse and harmful sexual behaviour; Complex and Contextual safeguarding; Criminal Exploitation; and Domestic Abuse.
- In September 21 we embarked on a research project offering supervision to secondary schools to help support them in the safeguarding of children and young people. We have also launched an Exploitation Screening tool in the Mash to help identify children at risk.
- As part of the Gang Activity Disruption Programme, we have undertaken a strategic needs assessment on youth safety and developed a cross directorate and Met Police summer plan (2021) and individual management plans for children deemed most at risk.
- We have and continue to provide support for 16-25-year olds where employment opportunities may be reduced. To enable this the Our Newham Young Peoples Team has increased from 4 to 12 taking on full caseloads, and we have increased our level of NEET advisors to 5 officers. Our Newham offices have fully reopened to the public ensuring those that may be digitally excluded have access to support.



- We have created 30 Kickstart Placements in a variety of service areas by the end of September (with 25 confirmed starts/offers to date). The team are working with service areas to create an additional 70 placements. This includes introducing Kickstart employees to the council's insourced landscaping/maintenance team.
- We have developed Youth Health Champions and successfully encouraged more children and young people to become health champions and therefore active promoters of health in the community.
- We have worked with the Good Growth Hub to co-design a Creative and Cultural Opportunity Programme – a 2/3 week boot camp. We have commissioned research from 'Year Here' to look at innovative ways to recruit more young people for the Construction sector. We have provided space at Our Newham Westfield office to deliver theoretical constructing training including promoting opportunities with Building Craft College.

#### **Key Performance Indicators (KPI):**

There are 26 KPI measures aligned to Pillar 2, across children's social care, education, youth empowerment, children's health and early years.

- **KPI CYP45 (Appendix 1, page 12). SEN: Percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks from initial request:** This indicator exceeded the 60 percent target level in September with 75 percent of plans issued on time. This is the second month in succession performance has been above 70 percent. As reported previously, the SEND Service is now in a more robust position with additional staff to both clear the backlog of requests for Assessment and also ensure that new assessments are completed within the 20 weeks. The impact of this will be seen most clearly in the Autumn term. Two members of the Team will focus on the new requests for assessment and ensuring the timeliness of these whilst the rest of the Team will focus on a combination of current requests and backlog cases.
- **KPI BF01 (Appendix 1, page 13). Children's Health: the numbers of infants receiving New Birth Visits (92.4 percent against 96 percent target with 2 percent point tolerance), and 12 month reviews (75.4 percent against 80 percent target with 3 percent point tolerance) are both performing below their target parameter for Quarter 2.** The service is working hard to reduce the impact of the service reorganisation and recruitment freeze which has increased case ratios above the agreed model in the short term.
- **KPI BF06 (Appendix 1, page 14). The percentage of children who received a 2-2½ year review during the quarter for whom the ASQ-3 is completed as part of their 2-2½ year review was at 67.5 percent, an improvement on 64.3 percent achieved during 20/21.** There were 77 percent of eligible children who had a review in total (whether including ASQ-3 or not). In preparation for the service reorganisation, a recruitment freeze in the service is impacting on improving performance further as the case ratio is

higher than the agreed model. The service is reprioritising work to focus on these priority areas whilst challenges remain to maintain current delivery with the reduction in resources.

- **KPI Y15 (Appendix 1, Page 14) Return home interviews within 3 working days of returning home** In the Q1 report we reported that 61 percent of Return home interviews were undertaken within 72 hours which is under the target of 70 percent. Not all young people are willing to engage in Return home interviews and whilst we take all opportunity to delivery this statutory duty, it is not always possible to engage all young people. We are also working to ensure Return home interviews are recorded in a timely way when they have taken place. While performance is below the 70 percent target level, the direction of travel is positive with 63 percent of return home interviews that did take place being completed within 3 working days in Quarter 2 (113 of 180).
- **KPI New162 (Appendix 1, Page 14) Percentage of CYP engaged in early help intervention remaining below threshold:** This is a new KPI for 21/22 and we now have 2 quarters of data to provide a sense of direction. This KPI measures the outcome for Early Help cases at the point of case closure. Cases where the outcome at closure was not 'Step up to statutory social work service' are counted as remaining below the threshold for this measure. In Quarter 2 (July - Sept 2021), of 325 cases closed, 25 cases were stepped up to statutory social work services (7.7 percent) and 92.3 percent did not meet this threshold. This is a positive direction on the Q1 outturn of 90.1 percent - a larger proportion of closed cases did not meet the threshold to step up to statutory social work services.
- **KPI New174 (Appendix 1, Page 15) Youth Empowerment: Number of young people report feeling safer (physically, socially, emotionally) as a result of accessing the Youth Empowerment Service offer (Feel Safe).** The data for this measure comes from the newly developed quarterly Life Effectiveness Questionnaire. Of the young people who completed the "LEQ's Life Effectiveness Questionnaire" in Quarter 2, 67 percent of young people experienced positive change overall. The areas where the most young people saw an improvement were - feeling they belonged in their neighbourhood and feeling that they were achieving their goals. Females and those aged 12 and under also saw statistically significant improvements to their wellbeing overall with 69 percent (females) and 55 percent (12 and under) of the cohort experiencing positive change.
- **KPI New170 (Appendix 1, Page 15). Numbers of young people accessing the youth offer.** Another new PI introduced for 2021-22, the Youth Empowerment Service (YES) measures this KPI via a membership form which capture key demographics of young people accessing the service. This helps the YES to understand how many unique young people are registering for the service and to which service area the young people are registering for. The unique use count for quarter 2 was 2,914 - up from 1,785 in quarter 1. We continue to use detailed data to understand who our users are, what

activity they are engaged in and which particular youth centres are being used, to manage demand as it increases.

- **KPI New56 (Appendix 1, Page 16) Young people into Kickstart placements:** 101 Kickstarts have been formally confirmed to the end of quarter 2. This means that the resident has been offered, accepted and started in the role and this start has been confirmed and verified by the Our Newham service with both the resident and employer after they have been in post for 4 weeks (this is the same audit standard applied to all job outcomes reported by the Our Newham service). Prior to this auditable confirmation, the service does track residents at all stages of the process and to the end of September 2021 in the region of 160 young residents have been supported into employment via the scheme. After an initial delay, Our Newham Work and Our Newham Youth were able to commence the Kickstart scheme in February 2021. In its external operation, 96 employers have agreed to participate with the service in its capacity as a gateway. These employers have created 402 opportunities for young people (which equates to 151 roles) and the Our Newham advisory teams are working hard to match suitable residents to these vacancies. To the end of September, the service has supported 115 young residents into employment and are waiting on outcomes from employer interviews to conclude recruitment activity. In its internal operation 15 Internal Newham departments have created 60 opportunities for the scheme. Of the departments that begun their recruitment 90 submissions have been received for these positions. As a result, a total of 22 offers have been made. Of the 22 offers, 6 residents commenced employment since April (13 placement starts in total for the internal scheme) with an additional 9 offers pending HR checks.
- **KPI New 50 (Appendix 1, Page 16) Residents securing a job through Our Newham Works age 16-25.** At the end of Quarter 2, 272 (55 percent of all outcomes) young residents have been supported into employment. In September alone there were 162 residents aged 16-25 securing employment using the service – 70 percent of all outcomes in that month. In 2020/21 37.5 percent of job starts were for residents in this age group which 21/22 performance surpasses. The target of 50 percent of all job starts is also being surpassed.

**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 Q2:

- We have established working arrangements with health partners to ensure that we support our workforces to work safely and securely in a Covid environment, and to minimise the disproportionate impact on vulnerable communities within the workforce.

- We have refreshed economic benefit clauses to reflect Community Wealth Building and our Covid strategy, ensuring these are integral to our approach.

**Key performance indicators:**

There are 2 Corporate measures aligned to this pillar in relation to Our Newham Work. Significantly, the ongoing impact of wider economic conditions and any changes to the progression of Covid will continue to affect delivery through Our Newham Work, and the broader employment scene. The annual report on the Outcomes framework in Summer 2022 will reflect on the impact of the wider economic environment, including examining the wider employment measures which feature.

**KPI LE04 (Appendix 1, Page 18) Residents securing a job through Our Newham Work:** At the end of quarter 2 (September) 2021, Our Newham Work has supported 498 residents into employment since the start of April 2021 against a half year target of 585 (85 percent of target). The year target for 2021/22 is 1,500 job starts, and the service is subject to the economic impact of Covid-19 and wider economic conditions.

- **KPI New51 (Appendix 1, Page 18). Jobs secured via Our Newham Work were paying London Living Wage or above.** During Quarter 2, 156 (31 percent) of residents have been supported into jobs where the employers pay the London Living Wage, down on 42 percent at the end of Quarter 1. However this compares favourably to 27 percent of job starts for the whole of 20/21.

**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 Q2.

- We continue to promote the Employment Rights Hub (launched June 21) and have further embedded the service with ongoing significant promotion.
- Newham has received £3.3 million of the Government's Household Support Fund to be spent between Oct and the end of March 22. Cabinet will be asked to approve distribution of the fund in December 21 through Children and Young People's services to ensure food vouchers get to children during the school holidays, and through an application process using Our Newham Money working with the voluntary, community and faith sector to ensure we engage with the most vulnerable residents.

- We have delivered on our COVID-19 Outbreak Management Activity approach. We have ensured test, track and trace has worked effectively for Newham's population.
- We have supported residents of all ages to navigate the mental and physical health complexities around Covid-19 – as well as safeguarding implications in multi-generational homes. We have taken action across the Newham Health & Wellbeing Partnership to tackle the disproportionate impact of Covid-19 on Black and Minority ethnic communities.
- We have firmly established Well Newham to address wider social, economic, and environmental determinants of health and deliver social prescribing.
- We have explored short term interventions and new service offers that can be implemented to reduce the need for ongoing care.
- We have revised our current pathways, team structures and interface between the NHS and the Voluntary and Community Sector to maximise the learning from COVID 19 and review ways of working to ensure best practice is followed. We responded to the effect of the new variant of COVID 19 with a response from both the Health and Social Care directorate and partners to ensure the recovery of health and care services for the future.
- We have supported Newham's most vulnerable residents with a long-term solution to Rough Sleeping with appropriate services in place, bedded on a principle of care and compassion.
- We have launched the Mental Health and Wellbeing Recovery strategy.
- We have successfully re-started food safety and regulatory activity in light of plans to ease lockdown and move into the 'new normal'.
- We continue to work with residents and businesses to increase safeguarding measures against exploitation and abuse, including violence against women and girls, child sexual exploitation, criminal exploitation and modern slavery, hate crime, extremism and radicalisation. We are working with the Police and Businesses to strengthen community engagement mechanisms. The Newham End Modern Day Slavery strategy agreed in April 2021 and robust Adolescent Exploitation Strategy involves key partners who are all committed to understanding risk factors, learning from serious incidents and ensure the safeguarding and support for young people.

**Key performance indicators:**

There are 11 Corporate KPI measures aligned to this pillar.

- **KPI New 213 (Appendix 1, Page 21) Percentage of people reviewed or reassessed during the year, based on people that have been accessing**

**long term support for more than 12 months (adult social care):** 58.4 percent of customers have been reviewed or re-assessed as at snapshot end of September-21. This is 9 percentage points below target and performance has shown a negative trend since a high in April of 69.1 percent. At the end of 2020/21 the outturn was 63.5 percent (1819 out of 2865). This has been identified as an area for improvement by the Corporate Management team and Adult Services Operations are reviewing and revising pathways to look at more innovative ways to carry out our duty to review residents with a long term care package. A trial is underway with a neighbourhood team and Occupational Therapy team of new pathways, with a plan to implement more widely in January 22 if the alternative approach works. The improvement work to date has led to more timely initial reviews leading to care package reductions. In other words people are being able to have their care packages reduced after discharge from hospital due to timely initial reviews.

- **KPI A06 (Appendix 1, Page 21) Percentage of people with Direct Payments (DP):** 26.2 percent of customers were in receipt of a direct payment at the end of September 2021, comparable with historic performance but below target of 29 percent and London average of 28.4 percent. Barriers to direct payment take up have been identified as the time it takes to set up direct payments; the need for improved advice and guidance, and better communication of the guidance; and improving staff confidence. 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 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 Direct Payment 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 Q2:

We kicked off work to review the Local Plan during Q2, and are engaging the community throughout Q3 21/22. We are ensuring our Local Plan is fit for purpose for the long term and in line with our ambitious Community Wealth Building Strategy.

- We have reviewed the wider area master planning and regeneration work across the Borough covering master planning work in Custom House and Carpenters, delivery work in LLDC and Royal Docks, development capacity work in Green Street, and movement and open space projects such as

Leaway. In doing this we have considered how wider activity can support the long term vitality and wellbeing of local high streets and neighbourhoods.

- We have ensured that current and proposed regeneration projects include an engagement strategy including local and targeted activities to encourage participation. Stratford Masterplan and other high street delivery plans will include participation with the community. Active spaces and Green Street Programme, Newham High streets are all participatory.

**Key performance indicators:**

There are 3 Corporate KPI measures aligned to this pillar: 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 is under development.

- **KPI ENV24 (Appendix 1, 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 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 it's cessation during the Covid-19 crisis.
- **KPI New24 (Appendix 1, Page 25) Number of parks with green flag status.** 1 park currently has this status and we are working toward achieving green flag status for 2 parks per year and doubling our target every year from 21/22 onward.

**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 Q2:

- We are continuing to implement the Climate Emergency Action plan (led by the Air Quality and Climate Emergency task force).
- We are on track with developing sustainable travel plans with major employers and schools to encourage active travel to work and improve air quality.
- To help tackle the climate emergency, we have established an Energy Efficiency Standards Team to work with private residential and commercial landlords to educate and enforce where properties fall below the minimum efficiency standards.
- We have completed all cladding works as Smith's point.

- We have bid for funding to scope the potential for circular economy initiatives in the Royal Docks area. The submission is a £510k funding application to UK Community Renewal Fund for Green Economy Business Case, including Circular Economy and Spaces for Green Enterprise feasibility studies and pilot projects. It includes a Circular Economy Construction Hub feasibility study and Will Thorne Pavilion cycle hub in bid led by the Royal Docks team for Future Neighbourhoods fund.
- Newham Sparks, our call to action to make Newham a leading centre for the data sector and digital innovation as part of London tech week was successfully launched in September 21. The Institute of Global Prosperity are working with Newham on a unique research collaboration exploring the potential of the data sector, this will support the next stage of our Newham Sparks initiative.

**Key performance indicators:**

There are 5 Corporate KPI measures aligned to this measure. For the majority of measures under this pillar new data is not yet available due to the KPI being reported annually. Of the KPIs that can be reported, note below:

- **KPI ENV18 (Appendix 1, Page 28) Percentage of Household Waste sent for Reuse, Recycling, or Composting** The outturn for Aug at 23.8 percent is above the 18 percent performance target (reported 1 month in arrears). There are a number of factors that explain 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. Improvements made so far include:
  - Mixed recyclables are being delivered to a different Materials Recovery Facility.
  - Introduction of street sweepings being sent to a 3rd party facility where they are sorted into fractions and some fractions recycled.
  - The Mechanical Biological Treatment facility at Jenkins Lane which treats our rubbish has been improved to extract more recycling out of the waste.

**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 Q2:

- We successfully developed our Temporary Accommodation (TA) Strategy which includes an updated TA Placement Policy and Private Rented Sector Offer policy. This was approved by Cabinet in October.
- Our new Housing Allocation Policy has been approved and implementation of planned changes will continue through the second half of 21/22.



- We continue to make progress on our programme to build genuinely affordable homes. As outlined below we are on track to deliver 1000 starts by March 22.

**Key performance indicators:**

There are 4 corporate measures aligned to this pillar. Satisfaction with Repairs has sustained stable performance approaching target, and processing of minor planning applications have maintained a high level of performance at 98percent.

- **KPI RP07 (Appendix 1, Page 30) Number of genuinely affordable homes started:** The Affordable Homes for Newham Programme has been agreed with the GLA to deliver at least 1,000 starts on site by March 2022. To achieve this overall target, 539 starts are scheduled for 2021/22. In Quarter 1, there was one site start – New City Road – with 28 London Affordable Rent (LAR) homes. There were no new starts in quarter 2 but progress towards the overall target is as planned with a number of sites progressing through Planning and out to procurement for main works.
- **KPI H03 (Appendix 1, Page 31) Homelessness – numbers in temporary accommodation:** At the end of Quarter 2 there were 5,664 households in temporary accommodation (TA). The number of new homeless applications has been relatively consistent throughout the year, at just over 300 applications per month, although September has seen an increase (348). This is due to a combination of factors:
  - Seasonal: It is not unusual to see an increase during the school holiday periods. This is linked to family presentations and the intention of minimising the impact on children having to change school.
  - Lifting of the eviction ban.
  - Domestic Abuse Act: Since the changes to 'Priority Need' were implemented as a result of the Domestic Abuse Act, there has been a doubling of the number of households presenting as homeless due to domestic abuse.
 However, this has not resulted in a significant increase in number of households in TA (6 more households in September than August). This indicates that despite the increased demand, the prevention approach is having a positive impact.

**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 Q2:

- The Council will only welcome investment that secures a fair deal and a fair economy for Newham. Our commitment to this is demonstrated in a successful end to the contract with Mears housing provider.

- We have been successful in achieving funding through the Levelling up bids, and are working to establish governance mechanisms to ensure we can track and evidence outcomes achieved through the funding.

**Key performance indicators:**

As reported at Q1, 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.

We have aligned 2 measures to this pillar based on our intermediate outcome in the framework of 'growing community wealth building through ensuring better use of Council assets'.

- **KPI CTB05 (Appendix 1, Page 33) Overpayments - Local authority (LA) error as a percentage of fully subsidised housing benefit:** At the end of Quarter 2, at 0.13 percent overpayments of Housing Benefit are within the threshold of 0.46 percent to receive full subsidy.
- **KPI New57 (Appendix 1, Page 33) Council Tax - Budgeted income collected:** As at the end of Quarter 2 £60,420 had been collected against the budgeted annual income (44 percent). The annual Target for 2021/22 is a 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 During November the quarterly review meetings took place with the Mayor, Lead Members and senior officers for each Pillar. These took place on the following dates:
- Pillar 1 – 9<sup>th</sup> November
  - Pillar 2 - 4<sup>th</sup> November
  - Pillar 3 – 4<sup>th</sup> November
  - Pillar 4 – 12<sup>th</sup> November
  - Pillar 5 – 8<sup>th</sup> November.
  - Pillar 6 – 10<sup>th</sup> November
  - Pillar 7 - 4<sup>th</sup> November

- Pillar 8 – 4<sup>th</sup> November.

7.2 Mayor Rokhsana Fiaz is updated monthly during portfolio meetings and reviewed this report 26<sup>th</sup> November 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