

# LONDON BOROUGH OF NEWHAM

## CABINET

<b>Report title</b>	Towards a Better Newham: Quarterly progress and performance report October to December 2021.	
<b>Date of Meeting</b>	8 <sup>th</sup> March 2022.	
<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>	No	Grounds:
<b>Wards Affected</b>	All	
<b>Appendices</b>	1. Q3 21/22 Corporate Performance Report 2. CDP Actions – new delivery date requests	

### **Lead member introduction by Mayor Rokhsana Fiaz OBE**

I commend this report to Cabinet for approval and draw attention to the vital role these series of quarterly performance reports play in ensuring that the Council is fulfilling its requirements to deliver the Towards a Better Newham Strategy and Action Plan.

Moreover, they are an important tool in demonstrating the collective responsibility that Cabinet members and senior officers at corporate management level have in delivering the ambitious agenda we have for our residents; and that public money being spent, as agreed in the Council's budget, is being spent in the most optimal way to achieve the best outcomes for Newham's people.

### **1. Executive Summary**

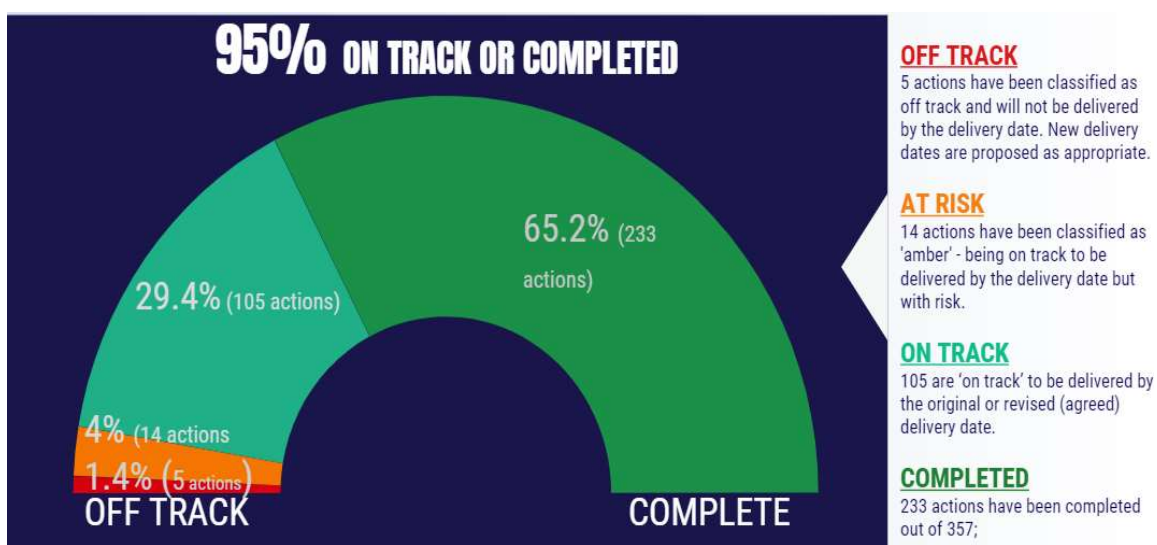
1.1 This paper sets out Newham Council's third quarterly report for the fiscal year 2021/2022 in relation to the delivery of Newham's Towards a Better Newham Strategy (adopted by Cabinet in Nov 2020)<sup>1</sup>, and our suite of key performance indicators. It covers the period Oct 2021 to Dec 2021 (Quarter 3) and presents the result of the progress made in this period. It follows on from the

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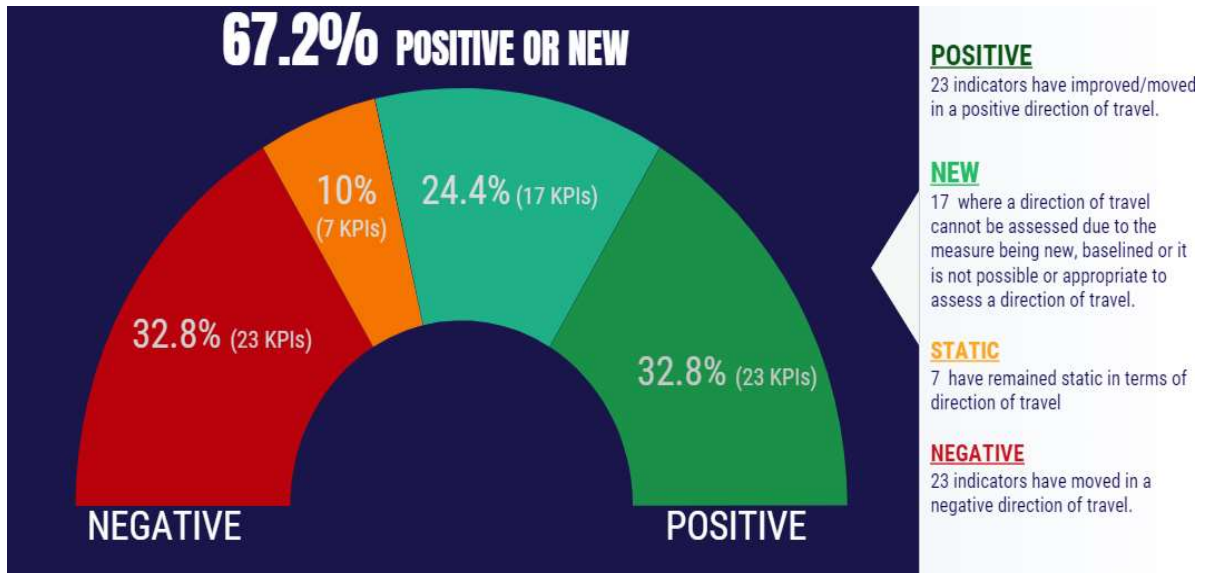
<sup>1</sup> <https://mgov.newham.gov.uk/ieListDocuments.aspx?Cid=294&MIId=13208&Ver=4>

Towards a Better Newham Quarter 2 (April to June 2021) performance report which was reported to Cabinet in December 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-based Performance Framework as presented to Cabinet in September 2021 as part of the Towards a Better Newham Quarter 1 performance report. As agreed by Cabinet in September 2021, given the cross-cutting nature and longitudinal focus of the Towards a Better Newham strategy and the corresponding Outcomes-based Performance framework; most of the measures set out in the Outcomes-based Performance Framework itself will be on an annual basis. Consequently, the next Cabinet report on the Newham Outcomes Framework report, which will be presented in June 2022 will also coincide with the publication of the first Newham Outcomes-based Performance Framework survey which is presently underway and near conclusion.
- 1.3 Against the backdrop of this annual Outcomes-based Performance Framework survey report; each quarterly Towards a Better Newham performance report will continue to be presented to Cabinet formally, so that progress can be monitored and tracked as part of the Council’s good governance agenda being embedded in the Council. Consequently, this second quarter report includes:
- 1.3.1 **Quarter 3 (2021/2022) update on delivery of the Towards a Better Newham Corporate Delivery Plan:** The Quarter 3 2021/22 monitoring report against the Towards a Better Newham Corporate Delivery Plan, as agreed at Cabinet in November 2020. 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 3 (2021/2022) update on our revised suite of key corporate performance indicators:** This third quarterly update to Cabinet on how we are performing against our suite of Corporate Key Performance Indicators in Q3 2020/21, is set out in further detail in Section 5 and Appendix 1 – Q3 21/22 Performance Report, however a summary position is set out in the graphic below.



1.3.3 It is important to note the difference between the information presented in 1.3.1 and 1.3.2. The Corporate Delivery Plan (1.3.1) sets out a series of priority actions to deliver the outcomes within the Towards a Better Newham Strategy and underpinning Pillars. The graphic summarises how many actions have been completed, or are on track i.e. going according to plan, or off track i.e. the original delivery plan needs to change for the outcome to be delivered. The Performance indicators (1.3.2) are a series of measures which help to indicate progress and impact made through the delivery of the Corporate Delivery Plan and Towards a Better Newham Strategy. The second graphic summaries how many indicators are moving in a positive direction over the short term i.e improving or a negative direction i.e. not improving.

## **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 Q3 (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 Q3 (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 The Covid-19 pandemic 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; alongside issues of structural race inequality, inequalities generally and poverty that exists.
- 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 growth economic strategy for Newham, that will enable the borough and its people to address enduring issues of inequality, be ready and prepared to take advantage of the opportunities of 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 growth prosperity.
- 3.3 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 third monitoring report on progress in relation to the delivery of Towards a Better Newham Strategy as approved by Cabinet in November 2020; and the corresponding Corporate Delivery Plan for Quarter 3 of the 2021/22 financial year. It follows through on the commitment made by

Cabinet in December 2018<sup>2</sup>, to ensure that local residents, organisations and businesses are provided quarterly progress updates on how the Council is delivering against corporate priorities set in line with the transparency and good governance agenda that Mayor Fiaz's administration is pursuing.

## 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 in November 2020, national government has introduced a variable range of emergency measures to respond to the Covid-19 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 Q3 21/22, 95 percent of actions contained in the Corporate Delivery Plan are either on track or completed. A summary of what has been delivered in Q3 21/22 is detailed in section 5, and key headlines are as follows:

- 233 actions have been completed out of 357 - representing 65.2 percent of actions detailed in the Corporate Delivery Plan;
- 105 are 'on track' to be delivered by the original or revised (agreed) delivery date - representing 29.4 percent of actions detailed in the Corporate Delivery Plan;
- 14 actions have been classified as 'Amber' - being 'on track to be delivered by the delivery date but with risk' - representing 4 percent of actions detailed in the Corporate Delivery Plan;
- 5 actions have been classified as 'Red', that is being 'off-track' and consequently will not be delivered by the intended delivery date - representing 1.4 percent of actions detailed in the Corporate Delivery Plan. In summary the actions with new dates proposed are due to delays in procurement (Canning Town masterplan); a change in approach to member training; splitting the Carpenter's Estate and Custom House action to acknowledge the vote in favour of the Carpenter's Estate regeneration, but that work is ongoing for Custom House; and to reflect discussions have not reached a conclusion yet with the Local Government Association to assess Newham's progress in promoting diversity. 'Change requests' to these actions

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<sup>2</sup> <https://mgov.newham.gov.uk/documents/s124751/Cabinet%20-%20Mid-year%20Performance%20Report%20-%20December%202018.pdf>

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 across these actions classified as 'Red'.

#### 4.2 Overall Performance Summary – Quarter 3 key performance

**measures.** This is the third 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. During Q4 21/22 as Services focus on developing their Service Plans for 22/23 a light touch review of these measures will take place to ensure they are fit for purpose.
- Of the 26 CPMs, there has been ongoing progress during Q3 to develop the measures to the point they are reportable. There are 4 CPMs where work is ongoing to develop specific measures in advance of reporting.
- 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<sup>3</sup> within the 70 CPMs
- As with previous reports, not all 70 CPMs feature in the main body of the report. Please see Appendix 2 for the dashboard including all 70 CPMs

4.2.2 At the end of Quarter 3, 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.
- 23 indicators have moved in a negative direction of travel.
- 7 have remained static in terms of direction of travel; and there are
- 17 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.

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<sup>3</sup> Organisational health measures provide an indication of how well Newham Council is functioning internally and therefore organised to deliver Towards a Better Newham e.g. numbers of agency staff, officer appraisals undertaken.

## 5. Delivering Council Policy and Corporate Priorities

### 5.1 Performance summary of our Towards a Better Newham Recovery Strategy and our key performance indicators (Q3 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 Q3 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.

- In the Quarter 1 and Quarter 2 Cabinet reports we reported that all original actions in place to deliver against this Pillar had been delivered. These actions focussed on *developing the framework*:
  - 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 and December 21 the first and second quarterly reports of 21/22 were 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.
- Following the above groundwork, future actions will focus on using the framework to *measure happiness and wellbeing*.
  - With the field work for the Newham Residents Survey taking place in Nov and Dec 21, we will be in a position in June 22 to present to Cabinet the year end Outcomes Framework performance report.
  - This will include the Corporate Performance Framework, Corporate Delivery Plan (building on the quarterly reports), Residents Survey and Neighbourhood Analysis.

- It will also include key updates from external data such as Public Health England, TFL & GLA, High Streets Data Partnership, and key surveys such as Next Gen & Schools Surveys.

### **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 19.3 percent increase comparing Quarter 3 to Quarter 2 performance (192,015 visits). Although libraries resumed their pre-pandemic opening hours in September 2021, there continue to be some restrictions on operating with a reduced events programme and reduced numbers allowed to attend events. As usage of libraries remains limited, this will continue to have an effect on physical visits to the building, as will the reluctance of many residents to enter public buildings.
- **KPI CTB03 (Appendix 1, Page 2) Newham residents have high-quality experiences and interactions with the Council: Processing times for Housing Benefit Claims.** New claims were processed on average in 21 days at the end of Q3 2021. This is now within the target level (23 days), and an improvement on performance previously reported this year for Q1 and Q2, when processing was taking on average 37 and 31 days respectively. As reported previously, 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. Benchmarking data is available for Q1-3 2020/21 based on returns from 31 London Boroughs and indicated an average processing time of 19.7 days. At the same time resources are being applied to clearing the backlog of processing 'Change of Circumstance' claims, caused by increase in demand from the pandemic, leading to temporary increased processing times for this activity.



- **KPI CS01 (Appendix 1, Page 6) Percentage of Calls Answered by Corporate Contact Centre (Customer Services).** 85.1 percent of calls were answered by the Contact Centre in Quarter 3, maintaining Q2 performance. The Q3 outturn was disproportionately affected by Oct performance as Nov and Dec saw performance above 90 percent, a positive direction of travel. We are continuing to experience previously reported issues with the old telephony environment, but contracts with the new provider have now been signed, and the project is underway with a delivery date of February 2022. Having staff working remotely, has evidenced some technical issues with logging in, for which a troubleshooting guide is being developed so that staff can quickly resolve the issues without escalation so they are up and running just ahead of 9 am. During December 2021 through to March 2022, we are expecting additional calls related to parking permits (start of the main renewal season), and last year we experienced high numbers of ‘overflow’ calls from Chipside<sup>4</sup>, when their MiPermits solution for virtual permits was implemented. We also experienced higher numbers of complaints than is usual, driven by a change in policy to emission-based charging, for which 2 x 20 percent discounts were offered.<sup>5</sup> These 2 x 20 percent discounts will not be offered from the 2022 year, so we anticipate queries in this regard.
- **KPI CTB01 (Appendix 1, Page 2) Percentage of Calls Answered by Council Tax and Benefits Contact Centre.** 85.5 percent of calls were answered by Council Tax and Benefits in Quarter 3, maintaining performance of Quarter 2. The service recognises that the currently level of service requires improvement and is putting in place plans to improve performance. This along with the backlog clearance plan currently in place should see performance improve in Quarter 4.

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<sup>4</sup> Chipside is the company Newham has commissioned to provide the software to allow residents to purchase parking permits online (called the MiPermit solution). Chipside provides a UK call centre to answer resident queries.

<sup>5</sup> A one off 20% Covid discount on first permits was introduced in Jan 21 for households impacted by Covid, then an additional 20% discount was brought in from Feb 21 in response to the additional national lockdown.

**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 Q3:

- We have established the Youth Safety Board year 2 action plan as part of the Gang Activity Disruption Programme. This builds on progress made in Q2, where we undertook the strategic needs assessment on youth safety and developed a cross directorate and Met Police summer plan (2021).
- In July 2021, Crest Advisory were commissioned to assist the London Borough of Newham to complete a comprehensive review of youth safety/violence in the borough. The Review examines the scale of serious violence; the nature of serious violence, understanding who it affects, and where and when in Newham it occurs. It is developing a detailed profile of youth vulnerability and how it contributes to youth safety and how young people and other local individuals feel about and experience youth safety in the borough. This was completed in Autumn 2021.
- The review of the Pupil Referral Unit has been completed and a service level agreement was put in place in January 22. This will ensure there is sufficient resource to support this cohort of children and young people
- We have strengthened the Board functions of the Education Partnership by implementing a committee and working group structure to address key issues across the learning and achievement space.
- We have increased digital access for children experiencing digital poverty. Four digital inclusion hubs have been set up and are running – East Ham, Manor Park, Canning Town and Stratford to provide basic digital skills training, devices and data bundles to the most vulnerable, and support residents to access other Newham services. Youth zones now have Wi-Fi and homework spaces that can be used by young people. There is signposting of schools to industry leaders training programmes. There are safe online spaces in all libraries with free Wi-Fi and internet access. Study hubs provided for 13-25 year olds (2 libraries open each evening exclusively for young people 5-7.45pm). There have been Digital giveaways (of devices) to young people referred. The Youth Empowerment fund is open and running - supporting young people with their learning by funding digital equipment where applicable, and funding training and courses. In addition there is a co-created Newham Youth Map – a digital resource for young people.
- We have successfully sourced community mentors to provide support to and help identify future opportunities for young people. Our Newham is working with Ford (based at Here East) who have nominated members of their

management team to act as mentors for young residents. Training for mentors has been organised by ELBA (East London Business Alliance) and mentoring is now being delivered to residents via ELBA as part of the Moving On UP Programme.

- Since its introduction in May 21, the Youth Empowerment has helped 230 young people with financial grants totalling £74, 000, to help fulfil their potential and realise their ambitions.

### **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 11). SEN: Percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks from initial request:** In Quarter 3 34.6 percent of plans were issues within 20 weeks. This is down from 61.4 percent during Quarter 2 (against a target and Eng benchmarking average of 60 percent). The dip in timeliness coincides with the departures of several 0-25 team members and the SEND 0-25 group manager and other staffing absences. Steps taken to mitigate these risks include:
  - An experienced and established team manager acting up into the SEND 0-25 group manager role
  - An assertive recruitment plan is in place to urgently backfill posts via agency in the short term.
  - A workforce plan will be implemented to recruit permanent staff into the SEND 0-25 service
  - EHCP tracker meetings are supporting stronger communication between teams ahead of the implementation of the EHCP HUBThis and future improvement activity is set in the context of the Joint Local Area Inspection of SEND Services which took place in December. When the formal outcome of the inspection is published a written statement of action to address the areas for improvement will be developed which will include EHCP timeliness.
- **KPI BF01 (Appendix 1, page 12). Children's Health: the numbers of infants receiving New Birth Visits (93.4 percent against 96 percent target with 2 percentage point tolerance), and 12 month reviews (67.5 percent against 80 percent target with 3 percent point tolerance) are both performing below their target parameter for Quarter 3 (note visits are also undertaken out of the target timescale). The Q3 performance data has been impacted by:** financial controls implemented on the service resulting in a recruitment freeze into vacant posts and the inability to increase usage of temporary agency staff to cover leavers / vacancies; the service experienced an increase in sickness / absence due to Covid- 19 infections amongst staff in Q3. It is anticipated that this will also reflect in Q4 data as permission to recommence recruitment was granted at the end of Q3. The 20/21 London average for new birth visits was 94.3 percent. The average for 12 month reviews was 67.6 percent.

- KPI BF06 (Appendix 1, page 13). 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 87.1 percent for Quarter 3, maintaining performance of 87.4 percent during Quarter 2 (note reviews are also undertaken outside of the target timescale). This performance has been impacted by the same issues outlined above. The London average 20/21 was 91.1 percent.
- CYP02 (Appendix 1, page 12) 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 entitlement in the 2021/22 autumn term (Sept-Dec) was 77, the autumn term for 2020/21 (same period last year) saw a take-up rate of 60 percent. Latest performance is therefore above the 70 percent target level. While this latest figure is the highest ever take-up rate reported and the service is seeing more families taking up the offer, this does also reflect that the number of families eligible is reducing as the income threshold has not been uplifted to allow families onto the scheme for a number of years. The service is working with Hemsells who have been commissioned by the DfE to support 2 year old up-take. The service is 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 Keep In Touch calls and in-person contact within settings.
- KPI Y15 (Appendix 1, Page 13) Return home interviews within 3 working days of returning home.** The proportion of return home interviews (RHI) carried out within 3 working days fell in Quarter 3 to 54 percent from 63 percent in Quarter 2 (target of 70 percent). The Youth Empowerment Return Home Interviews Team monitor activity on a weekly basis and identified a number of children looked after who were missing from placement on repeat occasions impacting performance in this period. Work was undertaken to address issues including, in some cases, the young person moving placement. A high proportion of young people who are offered an RHI are care experienced children. We believe this could be attributed to a heightened psychological and emotional impact that Christmas can have upon young people's willingness to engage when missing their birth family context. The team delivered a continuity of service throughout the Christmas holiday period to ensure a presence and safeguarding support to young people throughout the council stand down period including the bank holiday period. Without this presence we believe that the uptake may have been lower than 54 percent. 100 percent of young people referred to the independent RHI Team are offered an RHI interview on the day the referral is received. In addition, follow up work to support is offered to help build and develop a trusting relationship even if the young person does not agree to an RHI interview. Overall performance for the year to date is 60 percent, up from 54 percent last year and this activity forms part of the Ofsted Improvement plan.
- KPI BF22 (Appendix 1, Page 14) Percentage of CYP engaged in early help intervention remaining below threshold:** This is a new PI for

2021/22 measuring 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 3 (Oct - Dec 2021), of 413 cases closed, 27 cases were stepped up to statutory social work services (6.5 percent) and 93.5 percent did not meet this threshold. This compares with Q2 (92.3 percent). Of the cases closed in Quarter 3, 56.4 percent (226) were classed as having a positive outcome: Step down to Universal Services (39 cases); Needs were met and no further early help needed (154 cases); Actions completed and referred to other services (40 cases). If not classed as a positive outcome, cases may be classed as closing for neither positive nor negative outcome (e.g. moved away) or as a negative outcome (e.g. Consent was withdrawn or the family disengaged).

- **KPI CYP06 (Appendix 1, Page 8) Percentage of Single Assessments carried out in 45 working days:** We achieved 89.6 percent of all Single Assessments completed within 45 working days for Quarter 3 and although it's slightly below our Statistical Neighbours (91 percent), it's above London and England Averages. Performance has been consistently at or above target during 21/22, and continuous work is being done via monthly practice and outcome meetings with all teams to achieve consistency in this area across the CYPS.
- **KPI Y23 (Appendix 1, Page 14) Youth Empowerment: Number of young people who report feeling safer (physically, socially, emotionally) as a result of accessing the Youth Empowerment Service offer (Feel Safe).** This is a new performance indicator for 2021/22. 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 3, 64 percent of young people reported experiencing positive change overall (compared to 67 percent for Q2). The areas where the most young people saw an improvement were feeling they belonged in their neighbourhood, trying new things and feeling that they were achieving their goals. *Annually this measure will be reported from the Youth Empowerment Service User Survey. This is a new survey which has been developed with young people and partners and the first set of data should be available in February 2022. The data being presented here is based on the quarterly Life Effectiveness Questionnaire, based on young people reporting positive change overall.*
- **KPI Y19 (Appendix 1, Page 14). Numbers of young people accessing the youth offer.** This is a new KPI introduced for 2021-22. The Youth Empowerment Service (YES) measures this KPI via membership forms which capture key demographics of young people accessing the service. This helps 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 user count for Quarter 3 was 2,710 - down from 2,914 in Quarter 2. This reduction was as expected and reflects the period of time covered - the user count peaked over the summer with youth zones

/services areas running more programmes in the school holidays resulting in higher numbers in Quarter 2.

- **KPI LE08 (Appendix 1, Page 15) Young people into Kickstart placements:** The Kickstart scheme operates in two distinct functions.  
**Kickstart Scheme: External.** The Our Newham service is a regional gateway and is commissioned with engaging employers and managing opportunities on behalf of the Department for Work and Pensions. After an initial delay, Our Newham Work and Our Newham Youth were able to commence the Kickstart scheme in February 2021. Since this date, 88 employers have agreed to participate with the service in its capacity as a gateway. These employers have created 426 opportunities for young people and the Our Newham advisory teams are working hard to match residents to these vacancies. The service has supported 150 residents in to employment and are waiting on outcomes from employer interviews to conclude recruitment activity.  
**Kickstart Scheme: Internal:** 15 Internal Newham departments have created 60 opportunities for the scheme. As a result, a total of 29 offers have been made. Of the 29 offers, 23 resident commenced employment since April and an additional 6 offers pending HR checks. The total number of Kickstart outputs which cover the internal, external and advisor assisted processes total 222 young residents into employment via the scheme.
- **KPI LE04a (Appendix 1, Page 15) Residents securing a job through Our Newham Works age 16-25.** In the period April - December 2021, 416 (55 percent) of residents supported into employment by the Our Newham Service were young residents aged 16-25. In 2020/21 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 jobs starts.

**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 Q3:

- The procurement of a new CRM (Customer Relationship Management) System has been completed. Implementation is ongoing. This is supporting the provision of additional resource and a refreshed online offer to deal with impact of the end of the Furlough scheme. At the times when offices have been closed in line with Central Government advice, the full range of services are being provided to residents remotely/virtually.
- We have developed and implemented a new strategic approach to working with the Voluntary, Community and Faith Sector (VCFS) - the specification to commission a VCFS infrastructure organisation has been finalised and the contract has been finalised.

**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 June 2022 (referred to in Pillar 1) will reflect on the impact of the wider economic environment, including examining the wider employment measures which feature.

- **KPI LE04 (Appendix 1, Page 17) Residents securing a job through Our Newham Work:** Our Newham work have supported 757 residents into employment in the year to date (April-December 2021). Performance compares favourably with December 2020 (10), however figures do remain below the level reported in 2019 (pre-Covid), when 964 job outcomes were achieved in the period April to December 2019.
- **KPI LE04b (Appendix 1, Page 17). Jobs secured via Our Newham Work were paying London Living Wage or above.** In the period April - December 2021, 279 (37 percent) of residents supported into work by the Our Newham service are employed in roles where the employers pays the London Living Wage (LLW) or above. In 2020/21 27 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 Q3.

- The Covid Champions programme is in place and the Covid Support Service continues to deliver positive outcomes in supporting underlying health conditions and health promotion. This ensures all our residents who have underlying health conditions are well supported through proactive management and that we reach out with effective and culturally appropriate models of help to support our residents around prevention
- The Newham Food Alliance is in place helping to improve wellbeing through access to affordable healthy food as part of the Council's wider Food Security strategy.
- Within Adult's Social Care services, a new model of coproduction has been developed to ensure service users are part of developing new services, and this is now being implemented.
- We have developed and have agreement for a new model of integrated care for mental health. This is part of the transformation of community mental health services across East London, which will improve access to mental health support, by providing care closer to home via multi-disciplinary teams. The model will be implemented by March 2022.
- We have reviewed the services that we currently provide in the community to Care Act eligible residents and developed a new community offer. This involves a Strengths Based Approach to Practice and work with the VCS is shaping our community offer. We have also reviewed low level prevention services. In addition, the Covid support service is in place which provides an additional preventative offer to the community.
- The Age Well Strategy and Action Plan (including end of life care) is currently being finalised in preparation for sharing with residents prior to Health and Wellbeing Board consideration and sign-off. It will steer the different parts of the Council, our partners and our voluntary and faith sector to collectively address the challenges faced by residents aged 50 and over; and improve their health and wellbeing
- We continued to promote the Employment Rights Hub (launched June 21) during Quarter 3 and will continue during Quarter 4. So far 170 residents have been supported by the hub, we have secured £72,079 in financial outcomes including recovery of unpaid wages and redundancy pay; over 91 000 households have received leaflets to raise awareness and 109 residents are booked onto Employment Rights workshops.



- Newham has received £3.3 million of the Government's Household Support Fund to be spent between Oct 2021 and the end of March 2022. Cabinet approved distribution of the fund in December 2021 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. In terms of holiday voucher provision, A total of **£1,188,000** has been distributed covering the last 3 school holidays (Feb 22, Dec 21 and Oct 21) and **18,834** children received a voucher per week over the holiday periods. We have enabled 30 voluntary organisations to act as an additional local delivery network for the distribution of vouchers to the value of **£317, 275** supporting residents with food, energy and wider essentials. **12** Children's Centres have been allocated a total of **£300,000** to directly reach families with young children (0-5), and an allocation of **£550,000** to support accommodation, subsistence and utilities for families within Children's Social care.
- We have undertaken a number of pieces of work to scope and undertake an initiative to better understand and establish insight about the criminal economy in Newham with key partners. The Metropolitan Police Service have completed an Organised Crime Profile for Newham and Waltham Forest and we now also have a better understanding of the gang profile of Newham to complete this work.

**Key performance indicators:**

There are 11 Corporate KPI measures aligned to this pillar.

- **KPI A27 (Appendix 1, Page 20) 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):** 56.7 percent of people who have been reviewed or re-assessed as at snapshot end of December-21, for those individuals who have been receiving a service for 12 months or more. This compares to 62.1 percent at the end of Quarter 2. This compares to the national average of 60 percent, the London average of 63 percent, and 58 percent for CIFPA statistical neighbours average. This remains an improvement area identified by the Corporate Management Team and an action plan is in place to improve performance.
- **KPI A06 (Appendix 1, Page 20) Percentage of people with Direct Payments (DP):** 26.4 percent of people were in receipt of a direct payment at the end of December 2021. Although performance is below the locally set target of 29 percent, Newham is performing well compared to 2020-21 benchmarking averages (London 25.4 percent). A Direct Payment Project Group has been set up to take forward wider improvements to our direct payments offer, increasing the uptake. This includes staff surveys to determine barriers, training requirements, improved information for people wishing to take up a direct payment, proactive targeting to encourage take up and improved processes to shorten set up time and reduce bureaucracy. This group is also maximising opportunities to increase the number of Direct

Payments, including developing a plan to transfer Independent Living Support Service clients onto a Direct Payment to support continuity of care and support.

- **KPI A09/A010 (Appendix 1, Page 20) Permanent admissions to residential and nursing care homes (Adults 18-64) and 65+ (number of new admissions).** There have been 11 permanent admissions to residential and nursing for people aged 18-64 since April-2021. Newham performs well against the London and national benchmarking averages at 4.6 rate per 100, 000 population of 18-64 aged adults (London average=9.8). Customers are placed into permanent nursing and residential care only once options for community-based support have been exhausted. These customers are reviewed with a view to increase their independence. There have been 66 permanent admissions to nursing and residential care for people aged 65+ since April 2021. This indicator is reported nationally as 236.0 rate per 100,000 of the population aged 65+, which is good when compared to benchmarking averages (London average 379.4). The number of older people admitted to permanent care is slightly higher than this time last year, however it is still very low. This time last year residential and nursing homes were closed due to Covid and people were only admitted into permanent care in extreme circumstances. The hospital discharge pathway remains HomeFirst with all options for supporting a person at home being explored and a permanent placement being a last resort.
- **KPI A18 (Appendix 1, Page 21) Percentage of safeguarding enquiries where the desired outcomes of the person at risk were fully or partially achieved.** In 94.9 percent of safeguarding investigations where the adult at risk (or a representative) expressed their desired outcomes, those outcomes were either partially or fully achieved. This is above the target of 90.0percent and 20/21 London average of 92.9 percent, but below the outturn of 96.5percent for the Same Period Last Year. It is anticipated that outturn may continue to improve during the course of the year. This measure reflects personalised outcomes for safeguarding and the cases where the person's desired outcomes are not met is due to a number of personal factors, which may include desired outcomes that are not possible to achieve. A deep dive is underway to understand the reasons why adults were not asked what their desired outcomes were, this will also include understanding why outcomes were partially achieved or not achieved at all. The outcome of this work will be used to develop our approach to Making Safeguarding Personal.

**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 Q3:

- We have established the 'Levelling Up Board' with the first meeting taking place in Jan 22 - a cross departmental 'Total Place' style<sup>6</sup> board (including Town Centres) to align work by Area Regeneration, Our Newham, Planning, Highways, Markets, Parks, Community Neighbourhoods and others working on Town Centre projects across the Borough, which will bring to life our 15 minute neighbourhood ambitions.
- We have developed a programme of activity to improve off-highway cleanliness and wider public realm cleanliness across the borough following Cabinet agreeing to insource the 3 street cleansing contracts in November 2020. In-sourcing has presented a range of opportunities to improve service delivery by consolidating the three operations into a single entity. This programme of service improvement activity has been launched including alignment to the Councils other in-house environmental services.

**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. There is no new data available since the Quarter 2 report for the remaining 2 KPIs below.

- **KPI ENV24 (Appendix 1, Page 24) 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 its cessation during the Covid-19 crisis.
- **KPI Env 13 (Appendix 1, Page 24) 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.
- Newham's new Cultural Strategy and Action Plan 2022 – 2037 will be presented to Cabinet in Feb 22. It is designed to be a high level strategy for the next 15 years and reinforces Newham's commitment to widen

<sup>6</sup> Total Place was an initiative developed under the Gordon Brown government in 2009 to take a place-based, joined-up approach to public services to support better delivery of outcomes.

participation of our people in arts, cultural, heritage and creative sectors. The Strategy sets out 5 focus areas including 'Culture First Spaces' -putting emphasis on cultural spaces and the Council's vacant properties, particularly in and around the boroughs green spaces, to deliver a range of creative and cultural activity within local neighbourhoods.

## **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 Q3:

- There are a number of activities which we have ensured the Local Plan refresh considers: a) the waste planning guidance for developers to encourage all new developments in Newham to be designed in way that maximises recycling b) improving the overall provision and accessibility of green space in the borough c) the climate emergency. The first round of engagement for the Local Plan on the Issues and Options document took place between the 18 October and the 17 December 2021. This document identified our biggest challenges and opportunities and suggests ideas and solutions. This included a chapter each dedicated to Waste and Utilities; Green spaces and water spaces; and Climate Emergency. This will then be taken forward in the next stage of the Local Plan Refresh with consultation on a Draft Local Plan (Regulation 18) in Summer 2022<sup>7</sup>.
- Within the Climate Emergency and Air Quality (CEAQ) Action Plan we are: (a) establishing the Royal Docks as a testing ground for innovative and green enterprise. The Royal Docks team are undertaking research, consultation and development in consultation with anchor tenants: ExCeL, London City Airport, Tate & Lyle, University of East London, with view to reducing overall emissions. Additionally, we are (b) establishing a green business loan fund, focusing specifically on businesses demonstrating a green-focused ethos or proposals. In light of LBN's receipt of £10.1m BEIS funding to support businesses in 2021/22, the teams are now in a position to offer grants (rather than loans) to businesses. Businesses are now able to apply for a grant of £5,000 if they are able to demonstrate activity which supports Community Wealth Building.
- Within the Climate Emergency and Air Quality Action Plan we have reviewed Pension Investments which have exposure to carbon-based companies. The Fund has moved £200m of equity assets to the LGIM Future World Index which is an ESG friendly passive equity index. This index has a much lower carbon exposure than the standard index and does not invest in Coal extraction companies. LBN is working with LCIV to develop a low carbon passive equity index fund offering. The Pensions Committee at its meeting 12 December 2020 agreed to move its bond fund to the LCIV Growth Bond strategy - following lobbying from Newham the LCIV are now finalising an enhanced greener version of that fund which will potentially reduce fossil fuel company exposure by half from current levels. Research from UK Divest published in March 2021 revealed that the Newham Pension Fund had one of the lowest relative exposures to carbon-based companies in London and was in the top decile nationwide. The current proposals being considered by Committee will place the Newham

<sup>7</sup> <https://www.newham.gov.uk/planning-development-conservation/newham-local-plan-refresh>

Fund has one of the leaders in the LGPS for divesting from carbon based companies.

- As part of the plan we are also developing a green assessment framework for businesses in the borough. This activity is being delivered via the Community Wealth Building Pledge, launched in November 2020. Sustainability is a key strand to the Pledge as businesses are asked to sign up to developing sustainable practices and behaviours. As at the last monitoring report to the Climate Emergency and Air Quality task force meeting (Dec 2021), there were 40 businesses signed up to the pledge and a further 150 applications in process.
- In the Q2 report we said we were bidding for funding for circular economy initiatives in the Royal Docks Areas. We can confirm we have secured £510K revenue from UK Community Renewal Fund for the initiatives in the Royal Docks area for delivery before June 2022.
- We have 9 fully electric vehicles in operation within the Council fleet and an additional 30 vehicles were delivered in December 2021.
- We joined a partnership with Newham College, London & South East Colleges, LLDC and Royal Docks team to bid for Mayor of London Academy status to establish the Local London Green and Digital Academy. The bid was successful and delivery is due to commence in March 22. The Partnership includes 8 FE colleges. The plan is to share best practice and work together to develop skills for a green economy.
- Our Newham Work continues to actively working with LBN Repairs & Maintenance Service to fill apprenticeship vacancies. In September 21, 6 Apprentices started with the Repairs & Maintenance team.
- We continue to improve parks and open spaces. Notably in Oct 21 Green Flag status was award for Central Park in addition to retaining the award in Plashet Park for the 6th consecutive year. We are developing 3 new applications for submission in January 22 for next year's scheme. We are continuing to work to improve the appearances of parks and open spaces and to increase habitat value. We have been awarded additional grant funding from Treescapes for additional greening and planting in the borough, this will be delivered as part of future greening initiatives.

**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 27) Percentage of Household Waste sent for Reuse, Recycling, or Composting.** This indicator is reported in arrears. The outturn for November 21 stands at 26.5 percent - better than the 18 percent performance target, with higher performance typified as better performance (London average is 34.56 percent). 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 (MRF). The alternative MRF can handle poorer quality material and as such is rejecting less of our recycling.
- 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 Q3:

- We have designed, developed and implemented a Private Renters Rights Service – ‘Know Your Rights’.
- In December 2021 Local residents voted in favour of the Council’s Carpenters Estate restoration and regeneration plan. Following the outcome of the residents’ ballot, the Carpenters Estate will undergo one of the most ambitious and largest estate regeneration programmes in London, with 2000 high quality and sustainable homes delivered - including over 1000 that will be at social rent. Of the existing homes on the estate, 314 will be restored to the highest standards as part of the Council’s climate emergency response, including the refurbishment of James Riley Point starting in 2022.
- The Homelessness and Rough Sleeping Strategy has been completed and was agreed at Cabinet in December 2021. This builds on our intelligence led public health approach. The vision set out in the strategy includes a future where there is access to secure, fit and affordable homes for all, meeting out ambition that all preventable homelessness is ended.

### **Key performance indicators:**

There are 4 corporate measures aligned to this pillar.

- **KPI RP07 (Appendix 1, Page 29) Number of genuinely affordable homes started:** 75 new homes were started at the Hartley Centre in December 2021, bringing the year to date total to 103. The remainder of starts planned for this year are scheduled for Quarter 4. 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 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 with work instead focused on a number of sites progressing through Planning and going out to procurement for main works. Work on site at the Hartley Centre commenced in Quarter 3 (as noted above) bringing the year to date starts to 103.
- **KPI H03 (Appendix 1, Page 30) Homelessness – numbers in temporary accommodation:** At the end of December there were 5,747 households in temporary accommodation (TA). The number of households in temporary accommodation has increased from November (5,720) to December (5,747). The number of new homeless applications increased significantly in the 3 months to November. For the rest of the year, applications were being received at around 300 per calendar month. In September this increased to



348, increasing further in October to 376 and in November this was 495. In December this number fell back to 241. Although the number of new homelessness applications reduced in December, to the levels experienced at the beginning of the year, the fact December represented a 3-week month, means, in reality, the demand continues to be at the increased levels seen since September 2021. This increase is because of more households being threatened with homelessness from the private rented sector, following the lifting of the eviction ban. The latest published benchmarking is for a snapshot on 30/06/2021 - Total number of households in TA per households in area (000s): England: 4.08; London: 17.07; Newham: 47.48.

The Homelessness Prevention & Advice Service is now better placed to address this threat, following an increase in resources to prevent homelessness (through a Department for Levelling Up, Housing and Communities allocated grant). This is particularly being focused on households who are in arrears, or struggling to pay their rent. In the coming months, at risk households will be identified via Discretionary Housing Payment applications, previous homelessness presentations, and those already supported into accommodation, as well as engaging with the Courts (for those threatened with homelessness) and partner agencies, such as food banks, hostels and advice centres.

## **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 Q3:

- The Council's Community Wealth Building People (Economic Regeneration) Team, has liaised closely with developers through our network via the Mayor's Construction Academy (Newham MCA), and through ongoing S106 monitoring, to ensure existing and additional commitments are delivered to support the Recovery & Reorientation plan. Our Newham Work has a dedicated construction team, who work closely with developers to identify and broker training and employment opportunities within the sector. Requests of support made by community and education institutions in the borough, are shared via the MCA with developers to respond to education requests e.g. guest speakers, curriculum projects and work experience.

### **Key performance indicators:**

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 32) Overpayments - Local authority (LA) error as a percentage of fully subsidised housing benefit:** At the end of Quarter 3, at 0.18 percent overpayments of Housing Benefit are within the threshold of 0.46 percent to receive full subsidy.
- **KPI CTB06 (Appendix 1, Page 32) Council Tax - Budgeted income collected:** As at the end of Quarter 3 £87,016 had been collected against the budgeted annual income (71 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 lack of transparency about the Council's performance, undermining of the progress required by the Mayor and her executive as it pertains to the organisation's fulfilment of its requirements to deliver the Towards a Better Newham Strategy and Action Plan and to hold senior officers at corporate management level to account; alongside corresponding Outcomes-based performance and public money that is being spent as agreed in the Council's budget. That would hamper the ability of members (including scrutiny), the Audit Committee and residents to understand how well the organisation is performing, and whether resources are being used effectively. Moreover, it hampers the ability of the organisation to hold key partners and other statutory agencies to account as

some of the outcomes are also contingent on partners delivering across key areas of the Council's priorities.

## **7. Consultation**

- 7.1 Mayor Rokhsana Fiaz is updated regularly during portfolio meetings on progress relating to different elements of the Towards a Better Newham strategy and outcomes-based performance framework. The Mayor was consulted on this report, to provide comments and challenge on 21st February.

## **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