

Newham's 2023 Corporate Peer Challenge

Final Action Plan

Foreword by Mayor of Newham and the Chief Executive



This final Action Plan, in response to the Local Government Association (LGA) Peer Challenge, forms a key part of the journey we started at the Council in 2018 to continually improve and learn, as we work hard to deliver the best outcomes for Newham residents.

Many residents in Newham face deep-rooted inequalities and challenges, and that's why we are building a fairer Newham because we want our people to thrive and have healthy, happy lives.

We know that Newham stands apart because of its people, who are dynamic, diverse, and determined. As a Council, we want to show excellence as we strive to best serve all our communities. So, while we celebrate our strengths, we seize every opportunity to learn from our people and our partnerships.

The LGA Peer Challenge report highlighted the multiple examples of good services being delivered by the Council and other improvements being made.

They welcomed the turnaround in Children services from inadequate to good with outstanding leadership; commended our public health approach as well as the Council's ambitious housing plans where we are delivering homes our people can afford. They noted the doubling of recycling rates and reductions in reported fly-tipping; and the progress we are making in improving our parks and fixing our roads. They liked our commitment to People Powered Places through the largest participatory budget programme in the country where our residents are able to shape the neighbourhoods they live.

They commended the commitment across the board to the Council's bold and ambitious Building a Fairer Newham plans; but were concerned about the Council's ability to prioritise and told us this needed to change because of the financial challenges facing local government and the limited resources that Newham Council has.

That's why our Action Plan sets out how we are tackling this head on. We'll do it through focus, diligence and collaboration across the Council and with our residents and partners at the core.

Our Action Plan has collective ownership across the board; from elected members and officers alike and at every level of the Council. Over 800 members of our valued staff took part in developing our Action Plan, and are entrusted with leading the changes we intend to see. They'll be supported by the Council's corporate leadership team who fully embrace the accountability that they hold. Elected members have fully embraced the Action Plan and are

looking forward to supporting service excellence for our residents.

At the Council, we have made a start across all the areas identified by the LGA as requiring a different approach. For instance, we have:

- Rapidly commenced a refresh of our 2024/25 Departmental service plans, demonstrating our ability to programme and prioritise delivery of the Building a Fairer Newham corporate plan;
- Completed a review for a new Corporate Operating Model for the Council alongside a 3-year transformation plan;
- Developed a new Workforce strategy in collaboration with trade unions, senior officers and our staff team. This will be published by the end of May;
- Implemented and are working to our new Governance Framework which is strengthening accountability across the Council at every layer and span. This includes accelerating the current review of the Council's Constitution;
- Established a cross-party working group of elected members to support the positive development of culture and relationships.
- Actioned our new collaborative approach with Newham's place leaders from across the breadth of our strategic partnerships.

Our Action Plan will deliver key elements of our bold and transformative agenda to build a fairer Newham for our people and place. Our commitment to learning and improving who we are and how we work will ensure that we deliver sustainable improvements for our residents. They are our purpose, and that's why being a better Council is a must.

A handwritten signature in black ink, appearing to read "Rokhsana Fiaz".

Rokhsana Fiaz OBE
Mayor of Newham

A handwritten signature in black ink, appearing to read "Abi Gbago".

Abi Gbago
Chief Executive

Thank you to the LGA Peer Challenge team, colleagues and partners

On behalf of the London Borough of Newham, we want to extend our sincere gratitude to the Local Government Association's (LGA) Corporate Peer Challenge team, led by Paul Dennett, Mayor of Salford; and Andy Donald, Chief Executive of the London Borough of Haringey. Their diligence and support during their visit to Newham Council in November 2023 to assess Newham Council's performance and commitment to improvement are greatly appreciated. Their invaluable insights have guided our path forward. We also wish to express our deepest thanks to the myriad colleagues who participated in this Peer Challenge, including elected representatives, officers, and local partners from across our borough. Their engagement has been instrumental in shaping the narrative of our collective endeavour towards continuous improvement.

Roadmap for our Continuous Development

We initiated the development of an action plan promptly upon receiving recommendations from the peer team. Our aim is to improve operational efficiency, promote collaboration, and uphold our dedication to serving residents at the highest level. The recommendations from the Corporate Peer Challenge are categorised into three main themes for action planning and reporting, serving as the foundation of our Continuous Improvement Roadmap.

Getting the Basics Right

Strengthen our approach to prioritisation and modernise governance to enhance accountability and service delivery.

Supporting Our People

Create a unified, inclusive, 'One Newham, One Team' culture, strengthen our workforce & member development and enable deeper engagement with residents.

Meeting our Financial Challenges

Establish a sustainable financial outlook, and shared ownership of the temporary accommodation challenge.

Action Plan Themes and Recommendations

Getting the Basics Right

- **Prioritisation:** An exercise of clarifying the short-, medium- and long-term nature of the council priorities is required.
- **Delegations of responsibility:** Clarify and adhere to delegations in order to engender shared responsibility and to increase the pace of delivery.
- **Performance and programme management:** Review the differing approaches to performance management across the council, with a view to establish a single performance and risk framework.
- **Scrutiny:** A comprehensive action plan must be developed and implemented urgently

Supporting Our People

- **Relationship reset:** Relationships at a senior level between politicians and senior officers, between the Mayor and Cabinet and other members, and within CMT urgently require resetting.
- **Culture change and workforce strategy:** The council should develop a clear approach to culture change and organisational development and develop a workforce strategy.
- **Equality, diversity and inclusion (EDI):** The council should strengthen its approach to EDI across the range of protected characteristics, including by building on the existing staff forums.
- **Member development:** Enhance the existing member development and induction programme.

Meeting our Financial Challenges

- **Medium-Term Financial Strategy:** Develop a longer-term MTFS covering a minimum of three years forward look for revenue alongside longer term plans for capital.
- **Assets, capital and investment:** The council should develop and embed mechanisms to improve oversight and management of the council's capital programme – including a dedicated long term capital strategy.
- **Temporary accommodation:** There needs to be a whole organisational ownership of the temporary accommodation challenge.

Action Plan Delivery and Monitoring



Efforts have been made to prioritise and sequence the actions to ensure feasibility, in line with the commitment to respond to the recommendation for the Council to prioritise its work.

Each action within the plan has been assigned a priority rating to ensure effective prioritisation and efficient delivery:

- P1 actions: to be delivered within 3 months
- P2 actions: to be delivered within 6 months
- P3 actions: to be delivered within 1 year
- P4 actions: to be delivered within 2 years

We will integrate the monitoring and oversight of the Action Plan into our existing, well-established outcomes-based performance framework. This involves incorporating reporting on the delivery of this Action Plan into our quarterly cycle of public reporting on our performance as a Council, aligned with our Building a Fairer Newham Corporate Plan.

To ensure effective tracking and monitoring of performance against the Action Plan, robust governance mechanisms are being established.

The Transformation Programme Management Office (PMO) will coordinate and track progress updates from lead officers responsible for actions. Monthly reports to the Corporate Leadership Board will be provided as part of our routine reporting on Council performance. Furthermore, a new Transformation and Improvement Board is being established, which will act as an enabling board supporting the Corporate Leadership Team in overseeing progress on the Action Plan and ensuring alignment with wider Council Transformation and Improvement plans.

As part of our commitment to the LGA Corporate Peer Challenge process, we will welcome members of the Peer Team back for a one-day visit in Autumn 2024. During this visit, the Council will update the LGA on the progress in delivering the Action Plan. This visit will involve members of the Peer Team engaging with elected Members, the Corporate Leadership Team, and selected groups of staff. The LGA offers a range of support and resources to Councils and will play a helpful role in supporting Newham with the delivery of some actions.

Getting the basics right

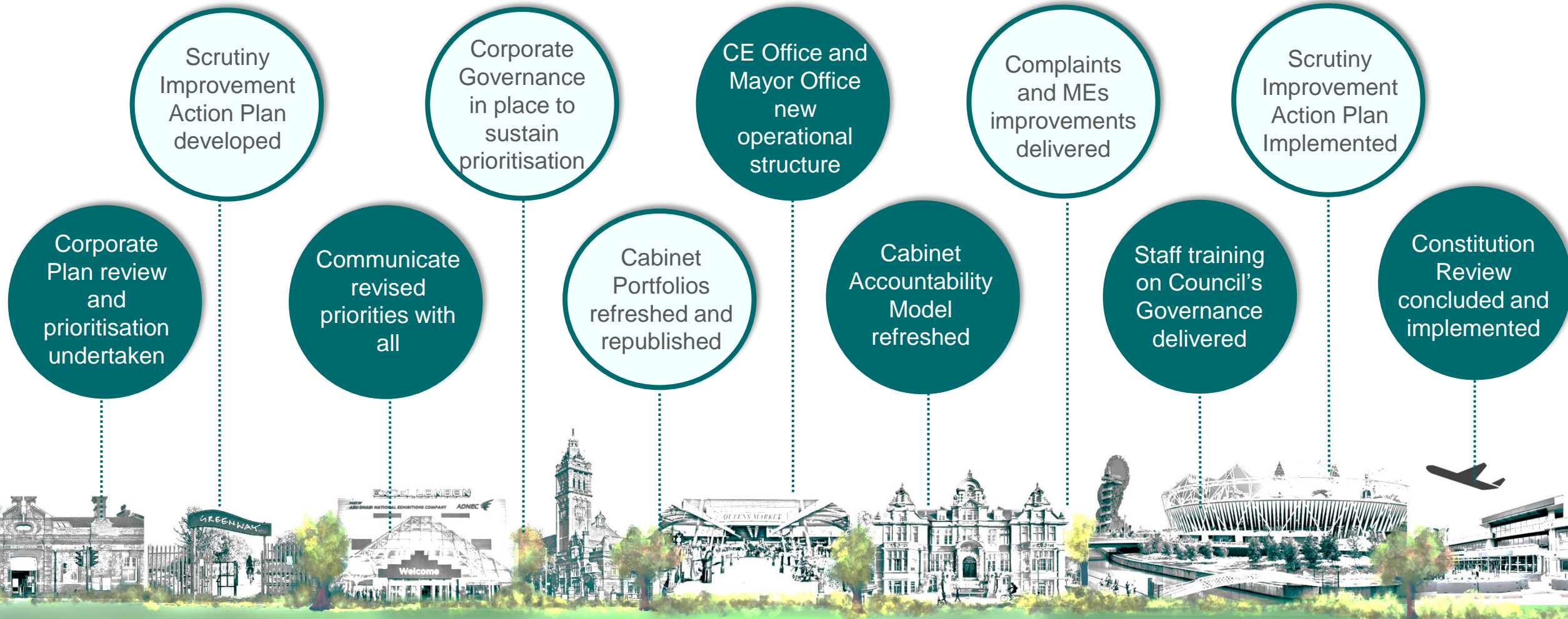
Recommendation 1 – Prioritisation

Recommendation 3 – Delegation of Responsibility

Recommendation 8 – Performance and Programme Management

Recommendation 9 – Overview and Scrutiny

Getting the Basics Right



Within 3 months

Within 6 months

Within 1 year

Recommendation no.1 - Prioritisation

Recommendation An exercise of clarifying the short-, medium- and long-term nature of the council priorities is required. This will involve making difficult choices about what the council can, and cannot, do – and then committing to the decisions. It must include a focus on getting the basics right. It will be important that this is communicated across the organisation and to partners.	Future State <ul style="list-style-type: none"> A streamlined Corporate Plan with a reduced number of priorities. The streamlined priorities are meticulously resourced and prioritised. Both staff and partners are well informed about the priorities and there is a feedback loop mechanism in place to ensure ongoing alignment with organisational goals.
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Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
1.1	Review and sequence the priorities within the Building a Fairer Newham Corporate Plan with a clearer focus on the key corporate priorities for the immediate, short, medium and long-term.	Chief Executive	Assistant Chief Executive – Chief Transformation Officer	P1	within 3 months
1.2	Deliver a clear and outcomes-focussed communications plan to ensure all staff, members, and partners, ensuring that there is clear and consistent understanding of how they collectively and individually contribute to the key priorities set out in Building a Fairer Newham and our emerging partnership plan.	Assistant Chief Executive – Chief Marketing Officer	Communications Account Lead	P2	Within 6 months
1.3	Ensure the Corporate Governance Framework review delivers clearer and stronger arrangements to oversee and sustain future prioritisation processes, ensuring consistent tracking and evaluation of progress against the set priorities.	Chief Executive	Assistant Chief Executive – Chief Transformation Officer	P1	Within 3 months (action in progress)
1.4	Review the operational structure of the Chief Executive Officer and Mayor’s Office to ensure that staffing arrangements and delivery methods align with the Corporate Governance Framework.	Chief Executive	Director of HR&OD	P2	Within 6 months

Measures of Success <ul style="list-style-type: none"> A refreshed Corporate Plan is agreed by Cabinet by September 2024 which clearly distinguishes short-, medium- and long-term priorities in line with our medium-term financial strategy. 90% of officers, members and partners who report they have a good awareness of the refreshed priorities. Conduct annual formal prioritisation reviews for the CDP. A review has been completed and implemented to support the new corporate governance framework.
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Recommendation no. 3 – Delegation of Responsibility

Recommendation		Future State			
<p>Clarify and adhere to delegations in order to engender shared responsibility and to increase the pace of delivery. Cabinet members and senior managers in CMT and the SLT should be empowered to step more into the corporate leadership space. The final phase of the constitutional review should be concluded urgently to support the governance framework, in accordance with best practice principles, and provide important clarity of the decision-making roles and responsibilities.</p>		<ul style="list-style-type: none"> • Clear delegations of authority are established, ensuring that responsibilities are clearly assigned and understood, leading to more efficient decision-making and execution. • The governance framework is updated and aligned with best practice principles, incorporating the findings of the constitutional review. • Our decision-making processes are transparent, fair, and in line with established standards. 			
Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
3.1	<p>Conclude and implement the Constitutional Review to establish improved governance protocols that reflects current best practice and ensures the organisation's operations are transparent, accountable, and aligned with statutory requirements.</p> <p>Refresh the scheme of delegation as part of the Constitutional Review to provide clarity on decision making roles and responsibilities.</p>	Statutory Officers	Monitoring Officer	<p>P1 - stage 1</p> <p>P2 - Stage 2</p>	<p>Stage 1 – conclude within 3 months:</p> <ul style="list-style-type: none"> • Council Procedure Rules • Process for investigation of complaints <p>Stage 2 – conclude remainder of the review in stages within 9 months</p>
3.2	Design and deliver targeted training for managers, staff and members across the Council focusing on understanding Council's governance. This will include clear and practical guidance and short videos on protocols and understanding individual roles and responsibilities.	Corporate Director of Resources	Director of HR&OD, Head of Registration and Electoral Services	P2	within 6 months
3.3	Republish refreshed Cabinet Portfolio scopes, setting out Cabinet Members, their portfolio of responsibilities and key officers supporting them. This should include clarification of the respective roles and delegated strategic and business as usual responsibilities and accountabilities of the Mayor, Cabinet, Scrutiny, and Chief Officers.	N/a	Chief of Staff to Mayor	P2	within 6 months
Measures of Success					
<ul style="list-style-type: none"> • All updated governance protocols following the conclusion of the Constitutional Review implemented. • All refreshed portfolio scopes are published and can be easily accessed by members and staff. 					

Recommendation no. 8 – Performance and Programme Management

Recommendation	Future State
Review the differing approaches to performance management across the council, including the Cabinet Accountability Model, with a view to establish a single performance and risk framework which covers key performance indicators, capital delivery, savings programme delivery and transformation programme delivery.	Our Governance structures and processes provide a transparent, council-wide overview of performance, simplifies reporting procedures, and strengthens decision-making processes, thereby ensuring strategic objectives are achieved with optimal efficiency and effectiveness.

Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
8.1	Review and refresh the Cabinet Accountability Model to incorporate insights from peer challenge findings, ensuring alignment with best practice and organisational needs. Ensure that the refresh of the Corporate Governance Framework (linked with action 1.1) establishes a single performance and risk framework which covers key performance indicators, capital delivery, savings programme delivery and transformation programme delivery. Ensure this is baselined and embedded in the 2024 business planning cycle.	Assistant Chief Executive – Chief Transformation Officer	Assistant Director of Corporate Transformation and BSMI	P2	within 6 months (Action in progress)
8.2	Ensure the new single performance and risk framework is robustly monitored internally and reported externally, through the development of an integrated dashboard so all the information covering KPIs, capital delivery, savings programme and the transformation programme, are all accessible in the same place.			P2	within 6 months
8.3	Review and improve Council’s approach to handling complaints and member enquiries to enhance resident satisfaction and organisational responsiveness.		Assistant Director of Resident Experience	P2	Within 6 months

Measures of Success
<ul style="list-style-type: none"> • Refreshed CAM meetings established: 1) CAMs for each portfolio – Monthly 2) Mayor/ Portfolio holder 1:1s – Monthly 3) Mayor's Strategic Oversight Board - Bi-monthly. • An integrated dashboard that consolidates information on KPIs, capital delivery, savings programme, and transformation programme is used regularly in CAM meetings. • 95% complaints responded to in 20 working days • 95% MEs responded to within 10 working days.

Recommendation no. 9 – Overview and Scrutiny

Recommendation		Future State			
<p>A comprehensive action plan must be developed and implemented urgently in response to the Scrutiny Improvement Review to ensure robust governance and ensure the effectiveness of the scrutiny function.</p>		<ul style="list-style-type: none"> The Scrutiny Improvement plan has been fully implemented which has strengthened mechanisms for scrutiny, resulting in more thorough and effective oversight of council activities and decisions. Stakeholders, including residents, council members, and external partners, have a higher level of confidence in the efficacy of the scrutiny function. 			
Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
9.1	Develop and agree a robust and comprehensive action plan to improve the Council's Overview & Scrutiny function.	Corporate Director of Resources	Director of Corporate & Business Support	P1	within 3 months
9.2	Implement the agreed action plan and undertake regular progress reviews to assess the implementation of the scrutiny improvement action plan. Ensure external input is engaged at the end of the first year of the action plan in order to evaluate the improvements achieved and identify areas for further enhancement.	Corporate Director of Resources	Director of Corporate & Business Support	P3	within 12 months
Measures of Success					
<ul style="list-style-type: none"> Ensure that the Overview and Scrutiny plan addresses all key areas identified within the specified timeframe. 90% of the Overview and Scrutiny action plan actions delivered in line with agreed timeframes. 					

Supporting our people

Recommendation 2 – Relationship Reset

Recommendation 6 – Culture Change and Workforce Strategy

Recommendation 7 – Equalities, Diversity, and Inclusion

Recommendation 10 – Member Development

Supporting Our People

CLT and Cabinet – 'One Team' leadership culture shared values agreed

New Workforce Strategy developed

Informal engagement opportunities of members and officers

Peer mentoring scheme rolled out for members

Inclusive Newham Commission established

Members cross-party working group established

Team Newham network of strategic partnerships established

Member development and induction programme

Internal EDI strategy aligned with workforce strategy

'One Team' culture evaluation and survey

Within 3 months

Within 6 months

Within 1 year

1 – 2 years



Recommendation no. 2 – Relationship Reset

Recommendation

Relationships at a senior level between politicians and senior officers, between the Mayor and Cabinet and other members, and within CMT urgently require resetting. This should be done in such a way as to create a 'one team' culture focused on delivering the best outcomes for Newham. This should include explicit clarification of the respective roles of the Mayor, Cabinet, Scrutiny, and Chief Officers, and this should be agreed and written down. Relationships between members and officers should be strengthened by creating time and space for members and officers to interact outside of formal meetings to understand each other's roles and responsibilities and build trust.

Future State

- Politicians and senior officers work seamlessly together, fostering a culture of teamwork and cooperation to achieve common goals.
- Roles for key stakeholders such as the Mayor, Cabinet, Scrutiny, and Chief Officers are clearly defined and documented, ensuring everyone understands their responsibilities and works together effectively.
- Backbenchers' roles are enhanced and an empowered Overview and Scrutiny function, enriching the decision-making process and overall council effectiveness, and upholding transparent governance and accountability.

Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
2.1	Develop a 'One Team' leadership culture, supported by external facilitation and through collaborative workshops involving council officers and members to define and agree upon shared leadership values, behaviours, delegated responsibilities and accountabilities and agreed ways of working to deliver best outcomes for Newham residents. (Linked to action 3.2)	Chief Executive	Assistant Chief Executive – Chief Transformation Officer	P1	within 3 months
2.2	Review the impact of the new 'One Team' culture through an agreed evaluation and survey of leadership, key officers and partners to measure the improvements at the end of the first year.	Chief Executive		P3	Within 12 months
2.3	Ensure the new culture is fully embedded through a programme of opportunities for members and officers to engage outside of formal meetings to enhance mutual understanding of their roles and building trust through direct interactions.	Chief Executive		P3	within 12 months
2.4	Refresh our approach to working with strategic partners, establishing a 'Team Newham' network of strategic partnerships which is supported by strong and robust governance arrangements.	Chief Executive	CLT Mayor's Office	P2	6 months
2.5	Deliver a CLT and officer leadership culture improvement programme aimed at improving the way in which officers at leadership and through all layers of the organisation work together in line with our expected corporate behaviours and values	Chief Executive	Monitoring Officer	P2	6 months
2.6	Establish a cross-party working group to provide a Member perspective on the delivery and development of new and existing Member specific Actions and ensure cross-party visibility and input.	Chief Executive		P1	3 months

Measures of Success

- 80% of respondents who report feeling or experiencing a cohesive 'one team' culture within our organisation
- 80% of our strategic partners reported positive feedback regarding the effectiveness and impact of the Team Newham network on achieving shared outcomes.

Recommendation no. 6 – Culture Change and Workforce Strategy

Recommendation The council should develop a clear approach to culture change and organisational development. This should include the introduction of a new workforce strategy to address issues such as recruitment, retention, induction, EDI and performance management.	Future State <ul style="list-style-type: none"> Our employees feel more connected to their work and the Council, actively participating in decision-making processes and initiatives. Council experiences reduced turnover rates and effectively identifies and nurtures talent for future leadership roles through succession planning. New staff members receive comprehensive support and resources to integrate smoothly into their role. Council fosters a culture of continuous improvement and accountability, where employees are motivated to excel and achieve their goals, contributing to overall organisational success.
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Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
6.1	Develop a workforce strategy. Incorporate the findings from the staff survey and the recently held staff conferences into the development of the strategy. Ensure the strategy targets key areas such as: <ul style="list-style-type: none"> Employee engagement and well-being Improved organisational development programme and structure to build upon our SLT, SLF and Abi Answers programmes Leadership and management practices Recruitment and retention mechanisms Career development and progression Workforce and succession planning Reward and recognition systems Technology and innovation Diversity, equity, and inclusion efforts Performance management Establishing our new plan for hybrid working, including greater clarity and consistency of deployment of ways of working and workstyles Good quality staff inductions delivered by managers with a corporate welcome for all to connect people with our borough of Newham and our values and culture 	Assistant Chief Executive (CTO) and Corporate Director of Adults and Health, and Corporate Director of Children and Young People's Services	Director of HR&OD	P1	Quick wins within 3 months Strategy developed within 6 months
6.2	Ensure through the disaggregation of OneSource that an assessment of the organisational capability to deliver workforce, culture and OD development programmes is undertaken, and that all relevant support services have the capabilities to adapt to the new strategy once agreed.	Corporate Director of Resources	Director of HR&OD	P2	Within 6 months

Measures of Success <ul style="list-style-type: none"> 5% increase in employee engagement and well-being scores in our annual survey and in those strongly agreeing they can see a career , learning opportunities and feel well rewarded, recognised and valued 90% completion of performance reviews and objectives Turnover continues at above London benchmark (currently 12.9%) 10% increase internal promotion Sickness levels decrease by 2 days and positive engagement with our wellbeing initiatives and discretionary reward benefits at over 40%
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Recommendation no. 7 – Equalities, Diversity and Inclusion

Recommendation	Future State
The council should strengthen its approach to EDI across the range of protected characteristics, including by building on the existing staff forums. This needs the full and active participation of the senior leadership team. As a minimum a dedicated strand on EDI should be included within the new workforce strategy plotting out actions to amplify the importance of EDI in Newham. This should build on the good work which has been delivered, and the council may wish to consider developing a dedicated EDI strategy. This would represent an opportunity to engage in genuine borough-wide co-production and co-development, empowering and engaging people, residents and communities in the equalities and inclusion work of the council.	<ul style="list-style-type: none"> The council demonstrates a strong commitment to equality, diversity, and inclusion (EDI) across all protected characteristics, ensuring fairness and equity in all aspects of its operations. There is an ongoing mechanism for empowerment and engagement of residents and communities in the council's equalities and inclusion work.

Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
7.1	Develop a broader internal EDI strategy aligned closely with the new workforce strategy, ensuring that our internal practices reflect our commitment to promoting diversity, equity, and inclusivity across all aspects of our operations. Specific actions to support this could include: <ul style="list-style-type: none"> Implementing mandatory protected characteristics shortlists. Providing a comprehensive coaching and interview training for staff across all equalities strands Review apprenticeship entry requirements ensuring barriers to entry for candidates across all equalities strands Review our approach to interviews and assessment with a greater focus more on aptitude testing Developed an inclusion policy and framework which will incorporate the whole employee life cycle and with which we will integrate into our wider workforce strategy and work in partnership with our unions and employee forums Incorporating EDI culturally competent practice into all aspects of our operations. 	Corporate Director of Adults and Health and Corporate Director of Children and Young People	Director of HR&OD	P3	within 12 months
7.2	Ensure greater leadership sponsorship for the staff forums by arranging quarterly meetings bringing the leads of each of the staff forums together with senior Council officers to ensure issues, insights and progress help to inform decision making at senior level.	Corporate Director of Adults and Health and Corporate Director of Children and Young People	Director of HR&OD	P2	Within 6 months
7.3	Develop our resident and community-facing EDI and social justice framework through our new partnership framework and commission, co-production with local residents and communities, and equalities initiatives with teams across the organisation, supporting TRID to expand their scope to all protected characteristics.	Assistant Chief Executive – Chief Marketing Officer	Senior Policy and Inclusion Officer	P4	Partnership framework and TRID scope within 6 months Wider EDI initiatives programme delivered by 12 - 24 months

Measures of Success
<ul style="list-style-type: none"> Achieve a minimum of 80% completion of diversity profile reporting Ensure that the proportion of the workforce who are ethnically diverse is representative of the Newham community and residents (currently 72.4%). Achieving silver trailblazer award for TRID Programme 80% of the staff report to be treated fairly, equally, and with respect Reduce our ethnicity pay gap by 2% by 2025 report and maintain our negative gender pay gap.

Recommendation no. 10 – Member Development

Recommendation	Future State
<p>Enhance the existing member development and induction programme. The council should consider establishing a member working group which identifies development need. Specific training and support should be commissioned, developed and offered to Cabinet members, committee chairs and committee members. It is important that dedicated member development and training provision is necessarily resourced.</p>	<ul style="list-style-type: none"> • The new member development and induction programme better meet the needs of council members. • Member training and development requirements are regularly reviewed and shaped in collaboration with members themselves, ensuring that the programme remains responsive to their evolving needs and priorities. • Council members have access to tailored training and support tailored to their specific roles, whether they serve on the Cabinet, scrutiny committees, committee chairs or hold other formal roles.

Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
10.1	Rapidly review the current member training and development programme against industry best practice programmes (e.g. LGA) and through facilitated all members workshops, identify and capture training and skills development needs. The review should establish what capability and resource the organisation will need to establish in order deliver the future member training and development programme.	Corporate Director of Resources	Head of Registration and Electoral Services	P2	within 6 months
10.2	<p>Following the review, develop and implement the new member training and development programme, with a clear focus and differentiated offer organised around:</p> <ul style="list-style-type: none"> • Core training for all members, encompassing financial management, government structures, community championing and advocacy, adults and children safeguarding and essential softer skills such as effective meeting chairmanship and conflict resolution. • Role-specific training and development programmes for those in specialised positions like Cabinet, Scrutiny, and Committee roles. • A refreshed induction for new members as a platform for delivering the above ongoing programmes • Ensuring that the new training programme adopts best-practice training and development approaches, incorporating interactive, practical and ongoing review as core elements to all training and development activities delivered. This should include practical, immersive experiences like site visits and staff engagement, with a focus on fewer, more impactful sessions that may include community walkabouts. 	Corporate Director of Resources	<p>Head of Registration and Electoral Services</p> <p>Chief of Staff to the Mayor</p>	P3	within 12 months
10.3	Create and roll out a peer mentoring scheme for Members, designed to facilitate the exchange of knowledge, insights, and skills between experienced and new members.	Corporate Director of Resources		P3	within 12 months

Measures of Success
<ul style="list-style-type: none"> • Proposed Training and development plan in place for Members with associated resources. • Achieve the following participation/take up of training offer:80% for Core Training; 90% for role-specific training; 90% for induction for new members. • Further outcome measures to be co-developed with members as part of programme development

Meeting Our Financial Challenges

Recommendation 4 – Medium-Term Financial Strategy

Recommendation 5 – Assets, Capital and Investment

Recommendation 11 – Temporary Accommodation

Meeting Our Financial Challenges

3-year MTFS developed

Financial Monitoring Briefings to Executive

TA Oversight Board established

VFM audit of discretionary spend

HRA Business Plan update

Medium to long term Transformation Strategy

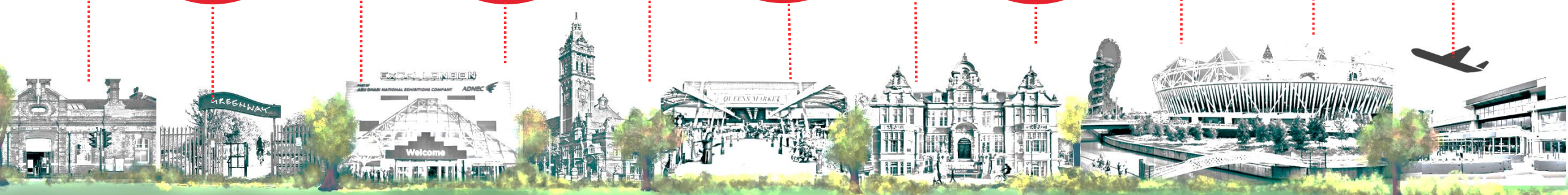
TA Challenge Awareness Sessions

TA Programme Review undertaken

Capital Programme Oversight Framework

Asset Management Strategy developed

Long-term Capital Strategy developed



Within 3 months

Within 6 months

Recommendation no. 4 – Medium-Term Financial Strategy

Recommendation Develop a longer-term MTFS covering a minimum of three years forward look for revenue alongside longer term plans for capital. This should be accompanied by an updated Housing Revenue Account (HRA) business plan. In the whole, this should aim to demonstrate the future financial sustainability, and which is aligned to the strategic vision of the council and the BaFN.	Future State <ul style="list-style-type: none"> Our MTFS provides a forward look of at least 3 years for revenue alongside comprehensive plans for capital expenditure and an up-to-date HRA business plan. Staff, managers, and members demonstrate a thorough awareness and understanding of the MTFS, enabling informed decision-making and effective resource allocation across the organisation.
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Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
4.1	Develop a Medium-Term Financial Strategy that is aligned to the Corporate Plan and the transformational vision of the council, covering a minimum of three years forward look.	Corporate Director of Resources	Deputy Director of Finance	P1	within 6 months
4.2	Undertake a comprehensive update of the Housing Revenue Account (HRA) Business Plan for the Council.	Corporate Director of Resources Corporate Director of Inclusive Economy, Housing and Culture	Deputy Director of Finance Director of Housing	P2	within 6 months
4.3	Undertake a Value for Money (VFM) audit of the discretionary spend to ensure the spend is achieving the necessary value for investment whilst delivering council's priorities. This could involve exploring methods such as zero-based budgeting.	Corporate Director of Resources	Deputy Director of Finance	P1	within 6 months
4.4	Introduce monthly financial and savings monitoring briefings to CAF in 2024/25.	Corporate Director of Resources	Deputy Director of Finance	P1	within 3 months
4.5	Develop a medium to long term transformation strategy and plan for the organisation, maximising the opportunities to deliver services as efficiently as possible while ensuring the organisation continues to support and deliver Building a Fairer Newham.	Assistant Chief Executive – Chief Transformation Officer	Assistant Director of Corporate Transformation and BSMI	P2	within 6 months

Measures of Success

- Completion and alignment of the Medium-Term Financial Strategy (MTFS) with the Corporate Plan and transformational vision of the council.
- Completion and accuracy of the updated HRA Business Plan.
- Monthly financial briefings to senior management
- Establishment and mobilisation of the Transformation Plan for next 2-3 years

Recommendation no. 5 – Assets, Capital and Investment

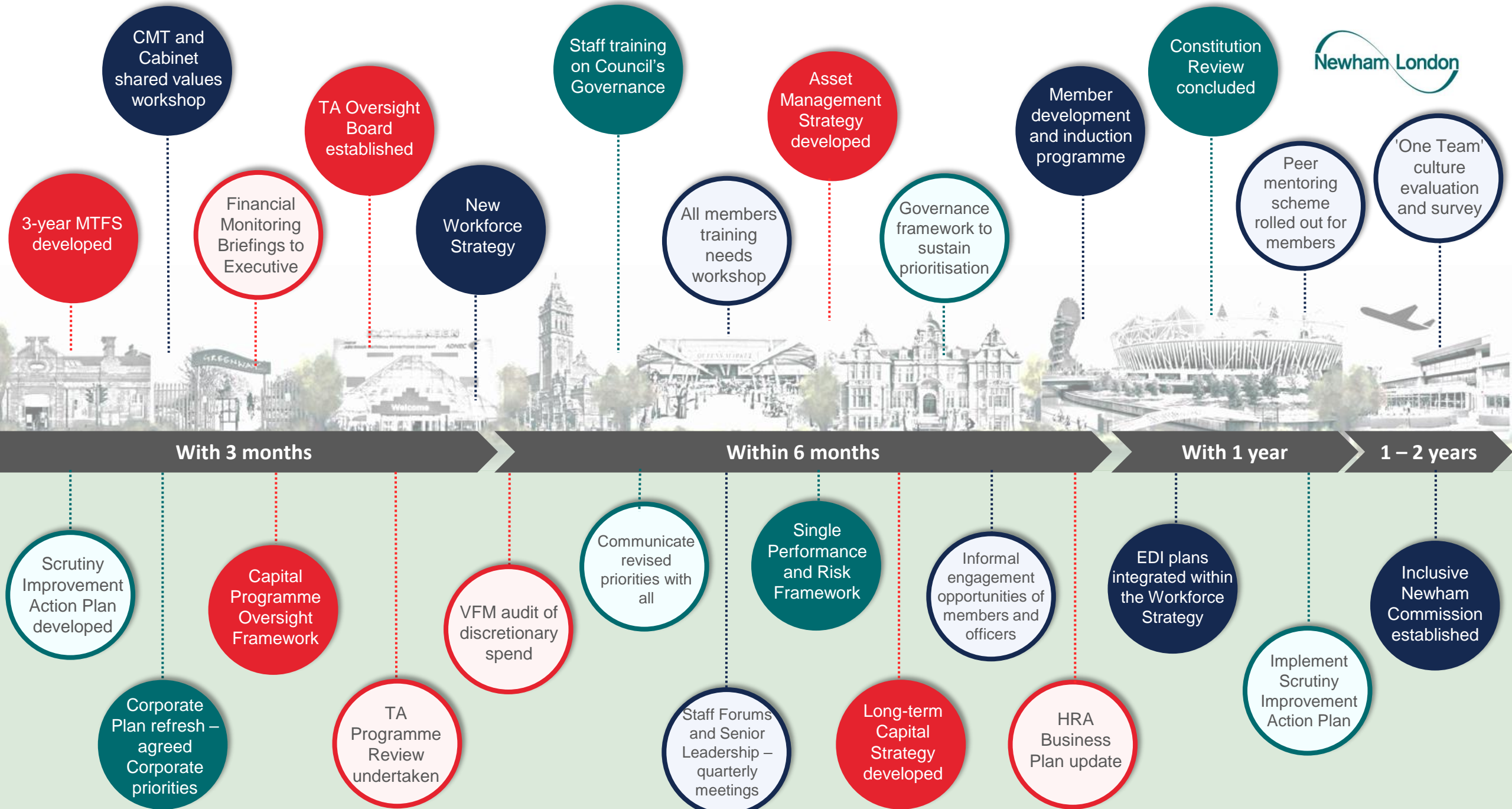
Recommendation Council should develop and embed mechanisms to improve oversight and management of the council's capital programme – including a dedicated long term capital strategy. This needs to clarify the risks of the existing and planned for increase in borrowing. Alongside this the council needs to develop a comprehensive asset management strategy. A review should be undertaken to ensure the council's assets are contributing to organisational priorities which should consider future requirements, acquisitions, and disposals.	Future State <ul style="list-style-type: none"> Council has a clear roadmap for capital investment and borrowing decisions through its published dedicated long-term capital strategy is published. A clear governance mechanism is established for the oversight and management of the capital programme. Council has comprehensive asset management strategy which is aligned with the organisational priorities.
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Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
5.1	Develop a comprehensive asset management strategy to ensure Council's assets are contributing to organisational priorities incorporating future requirements, acquisitions, and disposals: Stage 1 - Developing the overarching asset strategy is brought forward, and Stage 2 - the fully detailed asset strategy implementation plan will be developed incrementally over the 2-year period	Corporate Director of Resources	Director of Property	P2	within 6 months (First Stage) 24 months (Second Stage)
5.2	Develop a long-term capital strategy to provide a clear roadmap for capital investment and borrowing decisions.	Corporate Director of Inclusive Economy, Housing and Culture	Deputy Director of Finance Director Of Property	P2	within 6 months
5.3	Establish a structured framework for overseeing the council's capital programme, ensuring clear collective lines of responsibility and accountability across CMT and Cabinet for delivery and value for money	Corporate Director of Inclusive Economy, Housing and Culture	Deputy Director of Finance	P1	within 3 months

Measures of Success <ul style="list-style-type: none"> Publication and adoption of asset management strategy Publication and adoption of the long-term capital strategy Governance structures in place to oversee the council's capital programme.

Recommendation no. 11 – Temporary Accommodation

Recommendation		Future State			
<p>There needs to be a whole organisational ownership of the temporary accommodation challenge. This is a crisis and requires a collective response, both to the immediate challenge and in grasping the strategic changes that are needed to address the underlying problem. The council should review all the levers it has to impact positively on this crisis, including those which involve some hard professional and political choices.</p>		<ul style="list-style-type: none"> • There is a shared sense of responsibility across all directorates and services to address the temporary accommodation challenge. • There is collective effort from all levels of the organisation to contribute to finding solutions, sharing resources, expertise and best practices. 			
Ref	Actions	Lead CLB Member	Delivery Lead	Priority	Activity needs to be completed by
11.1	<p>Create a dedicated TA board chaired by the Chief Executive to oversee and coordinate cross-organisational support and response to the temporary accommodation and homelessness challenge.</p> <p>Engage major supporting partners such as housing associations, charities, estate agents, with the TA board and involve them contributing to the collective response.</p>	Corporate Director of Inclusive Economy, Housing and Culture	Director of Housing	P1	within 3 months
11.2	Organise awareness sessions with staff, Senior Leadership Team (SLT), and Senior Leadership Forum (SLF), and members to educate and inform them about the temporary accommodation challenge and its underlying issues.	Corporate Director of Inclusive Economy, Housing and Culture	Director of Housing	P1	within 3 months
11.3	Carry out an in-depth gateway review of the existing homelessness response programme to fine-tune the programme's approach and execution, with the specific aim to clarify and restate the resources needed for successful delivery.	Corporate Director of Inclusive Economy, Housing and Culture, Assistant Chief Executive – Chief Transformation Officer	Director of Housing AD of Housing Options and Supply AD Improvement and Change	P1	within 3 months
Measures of Success					
<p>Improvement in TA outcomes across the Homelessness Response Programme:</p> <ul style="list-style-type: none"> • increased proportion of positive outcomes arising from prevention, early help and intervention pathway. • increased pace of delivery of the housing supply programme, and • increased confidence and delivery of cost-reduction initiatives against projections of demand and cost growth 					



Implementing the recommendations of the peer review across all three themes will drive positive outcomes for our residents, staff, and members.




RESIDENTS




STAFF




MEMBERS


 Sustainable and effective public services


 Inclusive resident engagement


 Suitable solutions to TA challenge


 Operational clarity and efficiency

 Inclusive workplace culture

 Improved knowledge of Council governance

 Enhanced role clarity

 Improved members training and induction

 Collaborative member engagement