

LONDON BOROUGH OF NEWHAM

CABINET

Report title	Council Performance Report – End of Year (Quarter 4)	
Date of Meeting	Cabinet Meeting on 14 July.	
Lead Officer & contact details	Jonathan Awoo-Adongo, Head of Performance. Ext. 31206	
Director, Job title	Jessica Crowe, Corporate Director, People, Policy & Performance. Ext. 38539	
Lead Member	Rokhsana Fiaz, Mayor of Newham.	
Key Decision?	No	Reasons: N/A
Wards Affected	All	
Appendices (if any)	1. Summary of Corporate Plan Actions Update & Performance Issues 2. Full Quarter 4 Corporate Plan Performance Report	

1. EXECUTIVE SUMMARY

1.1 This report publishes the full suite of current corporate plan performance measures using full year – April 2019 to March 2020 (Q4) data. The Council's Performance Management Framework (PMF) ensures that:

- Performance data are published regularly; and
- Services are accountable for delivery and for driving improvement.

2. RECOMMENDATIONS

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

- Note the overall performance against key performance indicators for the full year including areas of good progress and the actions being taken to address areas of underperformance. (Appendices 1 & 2)
- Agree that Lead Members should work with Directors to address emerging trends and areas for improvement.

3. BACKGROUND

3.1 As part of the Mayor's commitment to resetting the way the Council operates and to achieving greater transparency, efficiency and good governance, a new PMF was implemented for 2019/20 to enable monitoring of the Council's first Corporate Plan in a number of years. This has included:

- Regular reports to Cabinet that publish the performance data and identify performance issues for the Council as a whole aligned to the Corporate Plan – highlighting both challenges and good performance.
- Overview and Scrutiny Committee having the opportunity to examine the Council's performance on a quarterly basis.
- Timely performance information openly available to residents which presents an overall assessment of the Council's performance and effectiveness.
- Staff are able to understand how their work contributes to the overall priorities and performance of the Council.

4. PROPOSALS & KEY CONSIDERATIONS

4.1 Performance Update

4.2 Our revised PMF sets out corporate expectations for managing performance. It includes reporting our performance on a quarterly basis to residents in a clear, simplified and accessible format (Appendix 2). It also aligns corporate performance reporting to the delivery of the Council's Corporate Plan priorities:

- **Priority 1:** "Bright Futures: supporting children and young people's aspirations, keeping them safe and removing barriers to success".
- **Priority 2:** "Building Communities - a housing offer for residents that delivers more genuinely affordable homes in well-designed neighbourhoods".
- **Priority 3:** "Community Wealth Building a strong economy that supports local businesses, nurtures talent and provides opportunities".
- **Priority 4:** "An Environment for All - an attractive borough which encourages active lifestyles, social integration and civic responsibility".
- **Priority 5:** "Quality of Life - improving our health and social care system so it works for Newham residents".
- **Priority 6:** "An Efficient and Effective Council: making Newham Council work better for all".

4.3 Underneath the headline priorities highlighted above, the corporate plan set out key objectives and actions to be delivered in 2019/20. A process has been developed to ensure that all actions stated in the corporate plan are being monitored with remedial actions being taken where necessary and possible.

4.4 In addition to a summary of performance outcomes for 2019/20, a brief summary of the Corporate Plan actions undertaken in 2019/20 is included under each priority area (Appendix 1). This acts as a closure summary for the 2019/20 Corporate Plan which has been replaced by the new 3 year Corporate Plan presented at Cabinet in March 2020. Delivery against this new plan is being kept under review due to the Covid-19 outbreak.

4.5 Performance against the 29 corporate plan indicators is reported on a quarterly basis (3 of the indicators do not have comparable data to gauge performance). The overall summary is as follows:

- 65% (17) of the indicators have a positive direction of travel
- 35% (9) of the indicators have a negative direction of travel

4.6 Of the 20 measures with performance targets (9 measures have no set targets because they are demand led):

- 55% (11) On target
- 45% (9) Below target

4.7 Areas where performance is notably strong include:

- Community Wealth Building Strategy launched to promote long-term prosperity, wellbeing and fairness for all our residents and ensure our response to the Climate Emergency is progressed
- Our strategic vision 'Newham together, the best place for children and young people' was signed off by the Children and Young People's Service Improvement Board (CSIB)
- The Mayor's Youth Safety Board Report and recommendations published to set out future strategic direction
- Red Door Ventures re-purposed to enhance governance and accountability to ensure delivery of 50% of homes to be let at social rent levels
- All Youth Zones open, with full programmes delivering nationally accredited awards
- Compliance teams established to build on the Council's Private Landlord Licensing

scheme to monitor compliance and pursue those who fail to licence or flout the law

- Issuing Education, Health and Care Plans (EHCP) is improving, and has surpassed expectations to achieve more than the previous 5 years combined
- Active community engagement for both Carpenters Estate and Custom House Regeneration
- Three year capital programme agreed by Cabinet (Feb 2019) to improve the quality of existing Council homes and estates.
- Planning applications processed: performance is ranked the best nationally when compared against all 341 Local Planning Authorities
- Newham Council fully compliant as a Living Wage employer for all directly employed staff. £3million allocated to ensure that care workers are paid Living Wages with a further £6million in the budget until 2021/22.
- Adults social care users (59.4%) say that they are satisfied with the care and support they are receiving. This is above the London average of 58.6%.
- Smarter Newham programme commenced with Tranche 1 teams going live in January 2020. This programme was massively accelerated in March 2020 in response to the Covid-19 outbreak.

4.8 Identified areas for improvement include:

- 50.3% of all **Newham care leavers were in Education, Employment or Training** at the end of 2019/20. This was below the 55% target level. In February 2020 the Strategic Corporate Parenting Board was launched to galvanise whole Council responsibility for corporate parenting including the offer of employment and training within the council and local businesses.
- 67.8% of **single assessments for children with social care needs** were completed within 45 working days of referral. This is an improvement on 2018/19 when 62.7% of assessments were completed on time, but below the challenging target of 90%. Developing the Assessment Service and ensuring workforce stability are the main focus for the Multi Agency Safeguarding Hub (MASH) to ensure that children are being assessed in a timely manner proportionate to the level of risk or need.
- The **number of genuinely affordable homes started in 2019/20** under the Affordable Homes for Newham programme (AHNP) was 54; falling below the number planned for the year. However, a revised programme for delivery has been agreed with the Greater London Authority and work is under way to assess the planned delivery for 2020/21. In addition to the 54 starts in 2019/20, 235 homes were started in 2018/19.
- We fell below our target of 90% for **completing housing repairs on time**, with 86.6% of repairs completed within timescale. The service is introducing Service Connect which should support improved performance in future.
- We are tracking the **number of households in our borough living in temporary accommodation**, which rose to 5,449 at the end of 2019/20, up from 5,201 at the end of 2018/19, a net increase of 248 households over the year. There are a number of planned mitigations to address the lack of suitable affordable move on accommodation. For example working collaboratively with London Councils on a new approach to procuring private sector accommodation. In addition the service is looking at increasing prevention work to reduce the number that have to be housed, and to ensure that assessments are carried out in a timely fashion.
- Residents paid London Living Wage. The latest data (from 2019) shows that 29.2% of jobs in Newham are paying below the London Living Wage (LLW) which was £10.55 per hour when the survey was conducted. On average in London, 19.8% of jobs pay below the LLW. The Council has allocated £3m to ensure that care workers are paid Living Wages with a further £6m in the budget until 2020/22. We are also tracking the amount of money that Newham Council spends with locally based suppliers. 21.40% of spend in 2019/20 was with local providers, which had a total value of over £91million.

- The new Parking Policy is behind schedule due to the impact of Covid-19 on the scheduled statutory consultation and implementation which is now delayed. The delivery date is revised to January 2021.
- The council is currently off target in reviewing our adult social care customers with 73% having received a reassessment or review this year against our target of 80%. An improvement action plan has been put in place to address the issues that are affecting this indicator.
- The number of knife crime injury victims aged up to 24 years old has increased from 71 last year to 84. To continue tackling knife crime and violent offences in the borough the Police have initiated a Violence Suppression Unit and Violent Crime Taskforce to target and work with specific groups and gangs within the borough. The Youth Offending Team are also working closely with the police to identify the young people at risk.

4.9 The Mayor and her Cabinet are committed to ensuring that residents do receive quality services that they deserve during the current challenges of the prolonged public finance austerity. Newham Council, like other local authorities, is facing significant challenges including: demographic pressures, unemployment, community safety, housing shortage, health and social care pressures, as well as managing the largest reduction in funding while protecting frontline services to communities.

4.10 Clearly, the council faces complex and wide ranging challenges in a difficult financial context. However, the council has responded to these challenges with a new Corporate Plan that sets out clear priorities for the organisation. The Corporate Plan is framed around a new strategy for Community Wealth Building, which seeks to transform the borough so that it becomes a more prosperous and fairer place for Newham's diverse residents. Newham residents frequently tell us that diversity is one of the best things about living in the borough and the plan proposes to lever the talent of diverse communities by creating a place where the wellbeing, financial resilience, local participation, skills and opportunities of residents reflect a more 'Inclusive Economy' approach. Our embedding new Performance Management Framework (PMF) will ensure that the council's vision and priorities are translated into clear plans and measurable outcomes which are appropriately monitored and delivered by officers and elected members. This framework will help us, among other things, prioritise what gets done within the resources available, provide good services and satisfaction for users and the local community and improve performance.

4.11 **Appendix 1** presents the summary of Corporate Plan actions update & performance issues which are showing good performance or giving cause for concern.

4.12 **Appendix 2** contains the detailed information for all the corporate plan measures, with relevant recent historical data, and a brief commentary on current performance.

5 DELIVERING COUNCIL POLICY & CORPORATE PRIORITIES

5.1 The performance management framework links directly with the Corporate Plan and Mayoral priorities and supports monitoring of the Council's delivery against all priorities including Community Wealth Building, Climate Change and Public Health as demonstrated in this report and the related appendices. This process ensures that all priorities, objectives and actions stated in the Corporate Plan are appropriately monitored progressively towards delivery within timescales; and with remedial actions being taken where necessary. This promotes accountability, transparency and openness in how the Council is managing its affairs.

5.2 In March 2020 the Council adopted a new three year Budget and Corporate Plan to enable the delivery of the remaining commitments from the Mayor's manifesto. Less than three weeks after doing so, the country went into lockdown, requiring the closure, cessation or transformation of many Council services. As the country now emerges from lockdown, the Council will need to review its original plans, to ensure they are still

priorities and likely to be effective in meeting the needs of Newham's residents who have been severely affected by the pandemic. Despite the major changes and challenges in the changed world of 2020, it will still be important to learn the lessons from delivery of the 2019/20 Corporate Plan, so that the Council can continue to improve its performance and be best placed to meet these new challenges.

6. ALTERNATIVES CONSIDERED

- 6.1 The alternative to not publishing current data would be a continuing lack of transparency about the Council's performance. That would undermine the ability of members and residents to understand how well the organisation is performing, and whether resources are being used effectively.

7. CONSULTATION

N/A

8. IMPLICATIONS

8.1 Financial Implications

There are no direct financial implications from the report. However, the revised performance framework, and improved scrutiny of how the Council is performing, should improve value for money. Links between performance information and expenditure will be strengthened and will support monitoring of the MTFS.

The review of the 2020-21 Corporate Plan will of necessity include a review of financial implications, given how much has changed since the original budget was set and the financial uncertainty now faced by all councils following the Covid-19 outbreak and the measures and expenditure required to tackle it.

8.2 Legal Implications:

There are no legal implications arising from this report.

8.3 Equalities Implications

All sections of the community are affected by the Council's performance; and in implementing the revised performance framework we will consider how effectively it assesses the impact of Council services in tackling inequalities.

- 8.4 Other implications relevant to this report: N/A

9. Background Information used in the preparation of this report: N/A