

## SUMMARY OF PERFORMANCE 2019/20

**Priority 1: Bright Futures**

*Supporting children and young people's aspirations, keeping them safe and removing barriers to success*

**Corporate Plan Measures**

Performance fell below expected target levels in 2019/20.

33.5% of **Education, Health and Care Plans (ECHPs)** were issued on time. While this was a significant improvement on the last two years (for example, just 3.1% of plans were completed on time in 2018/19), work to clear an historic backlog of requests has impacted progress towards achieving the 75% target level.

There has also been a focus on improving the quality of assessments and the team continue to undertake the professional assessments required for meaningful plans to be issued.

Over the coming months, the number of assessments completed and timescales are likely to be lower than previously anticipated due to the impact of Covid-19. Guidance issued on 30th April allows that where it is not possible to meet timescales due to the current circumstances created by Covid-19, the Local Authority has to complete the process 'as soon as is reasonably practicable'.

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 by the Director of Children's Service to galvanise whole Council responsibility for corporate parenting including the offer of employment and training within the council and local businesses. The impact of improvement work in this area has yet to be realised and has been affected by the Covid-19 pandemic.

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% that we have set for this measure.

Developing the Assessment Service is the main focus for the new Head of the Multi Agency Safeguarding Hub (MASH) and Assessment, as the directorate recognises that workforce stability is key to the experiences of children being assessed in a timely manner proportionate to the level of risk or need. Recruitment to permanent staff is a key element of service improvement in this area.

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.

## Corporate Plan actions

Activity in 2019/20 included:

- Mayor of Newham's Youth Safety Board created with report and recommendations published in December 2019, setting out a framework for future action.
- Ongoing work to develop a Children and Young People plan - strategic vision and priority outcomes agreed.
- Complex Safeguarding Hub launched.
- Needs assessment to inform the Looked After Children Sufficiency strategy undertaken.
- Work ongoing to refresh the early help offer.
- Education Partnership with schools and education providers established, focused on improving outcomes for children and young people, including those with special educational needs and disability (SEND) and safeguarding.
- Development of the family nurse partnership offer with the service delivering bespoke knowledge and training sessions, running a young parents group and developing additional antenatal support.
- Youth zones running full programmes to deliver nationally accredited awards and volunteer programme to expand young people's skills; Youth Citizen Assemblies, Youth Safety and associated Youth Voice work; increased opening times by 150%; increased holiday programme availability by 200%.
- Review of Children and Adolescent Mental Health services and new service model developed for full implementation in 2020/21.

Our improvement journey continued following last year's Ofsted inspection of children's services. Our strategic vision '***Newham together, the best place for children and young people***' was signed off by the improvement board in January 2020.

The vision is the backbone for our three obsessions:

- Improving the care experience;
- Increasing support to families;
- Investing in the workforce, improving quality and stability.

## **Priority 2: Building Communities**

*A housing offer for residents that delivers more genuinely affordable homes in well-designed neighbourhoods.*

### **Corporate Plan Measures**

Performance fell below expected target levels in 2019/20.

We introduced a measure this year to help track the **number of genuinely affordable homes started** under the Affordable Homes for Newham programme (AHNP). 54 homes were started in 2019/20, 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.

The 2019 Annual Tenants survey indicated that overall **satisfaction with repairs** from those tenants that had received a repair in the last 12 months was 74%, down from 83% in 2018 and below the 80% target level. Key contributors leading to the drop in satisfaction were; the work being completed in the time expected (-9 percentage points), attitude of workers (-8 percentage points) and quality of overall repair work (-8 percentage points). An improvement project has been set up to address the issues identified, with involvement from Housing Repairs, Resident Services and Continuous Improvement.

We fell below our target of 90% for **completing housing repairs on time**, with 86.57% of repairs completed within timescale. The service are introducing Service Connect which should support improved performance in future.

It should also be noted that these figures are being skewed by closing a number of older orders that were previously held for inspection through the repairs system and the head of service is closely scrutinising workflows to ensure performance against target is improved.

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 is no target for this measure as it is a demand-led service.

In April 2018 increased duties to homelessness persons were introduced under the Homelessness Reduction Act 2017. The duties include not only an expanded duty to prevent homelessness, but also a duty to provide relief from homelessness. This, along with the lack of suitable move on accommodation, is why the number of households in temporary accommodation has increased despite the number of applications being accepted having reduced compared with last year.

## **National Performance measures**

National figures published by the Ministry for Community, Housing and Local Government (MCHLG) for processing planning applications saw Newham's performance outperforming both London and national averages. In categories such as determining non-major applications, 100% of applications were processed on time ranking Newham's performance best nationally when compared against all 341 Local Planning Authorities.

Newham processed 100% of all planning applications on time in 2019/20 (this included all Major, minor and other applications).

## **Corporate Plan actions**

Activity to the end of 2019/20 has included:

- Affordable Homes for Newham programme set up to deliver at least 1,000 homes started on site by March 2022.
- Red Door Ventures re-purposed to enhance governance and accountability to ensure delivery of 50% of homes to be let at social rent levels.
- Increased community engagement in the development of our neighbourhoods including development of a Statement of Community Involvement; new Neighbourhood Planning guide; active community engagement for both Carpenters Estate and Custom House Regeneration with active steering groups; Housing Liaison Service created and Tenant and Leaseholder forums held across the borough.
- Three year capital programme agreed by Cabinet (Feb 2019) to improve the quality of existing Council homes and estates.
- Review of Right to Buy applications process to increase efficiency, scrutiny and enhance fraud prevention.
- Actions to reduce the number of people living on the streets including work of the Homelessness Co-production forum (Newham Homelessness Action Group – NHAG) contributing to the development of the Homelessness and Rough Sleeping Strategy agreed by Cabinet in December; funding from the Ministry of Housing Communities and Local Government (MHCLG) used to procure emergency accommodation; Housing First pilot offering beds to people with complex needs.
- 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.
- Progress has been made ensuring that tenants are appropriately advised of their rights and how to report concerns through signposting to partners and other stakeholders. Ongoing operational relationship with Justice for Tenants and Shelter.

### **Priority 3: Community Wealth Building**

*A strong economy that supports local businesses, nurtures talent and provides opportunities.*

#### **Corporate Plan Measures**

Under this priority we are using data published by the Office for National Statistics (ONS) to track:

- **Residents in Employment.** While latest employment rate of 71.1% is below the London average of 74.5%, the gap between Newham the rest of London has reduced over time. In 2004 when data was first published, Newham's employment rate of 55.1% was 13 percentage points below the London average (which was 68.1% at that time).
- **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.

#### **Corporate Plan actions**

Activity in 2019/20 included:

- Community Wealth Building Strategy launched in January 2020.
- Review of Workplace completed to ensure a focus on quality jobs and support for vulnerable, and underrepresented groups.
- Commitment to promote community access to affordable adult learning – keeping fees low and flexible delivery at community locations.
- 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.
- Social value toolkit implemented for all new tenders. This is being used to evaluate contracts and require suppliers to offer benefits for the local community (such as employment opportunities).
- Work to support Small and medium-sized enterprises (SMEs) via chamber of commerce and telephone advice services. Implementation of measures to reduce barriers to SMEs supplying goods and services to the council, including price/quality evaluation framework and guidance to ensure proportional evaluation of bids.
- Community spaces review completed with Cabinet approving the 'Community Centres and Social Value' paper presented in December 2019. This sets out our future strategy for community spaces and our Social Value policy.
- Preparing for the departure from the European Union with development of a Brexit Strategic Plan, Communications Plan and risk management.

#### **Priority 4: An Environment for All**

*An attractive borough which encourages active lifestyles, social integration and civic responsibility.*

### **Corporate Plan Measures**

Performance was above expected target levels in 2019/20.

We introduced a new performance indicator in 2019/20 to track the **percentage of reported fly tips that are collected within 24 hours**. We collected 92.55% (17,484) of the 18,892 fly tips reported by residents and staff within 24 hours, surpassing the 80% target.

A number of initiatives were introduced to reduce the number of fly tips, including setting up a fly tip task force and carrying out social media and advertising campaigns on fly tipping prevention and waste reduction.

Our **Local Environmental Quality Index (LEQ)** performance measures show that our streets are above the acceptable levels for cleanliness:

- 97.6% of sites inspected were marked acceptable for **litter** against a target of 94%.
- 97.8% of sites were marked acceptable for levels of **detritus** (dirt on our streets such as rotten leaves or wet paper broken down into little pieces) against a target of 94%.
- 99.0% of sites inspected were marked acceptable for **flyposting** against a target of 95%.

Performance improved this year following a remedial action plan to address the decline in performance in 2018/19.

Based on the 2019 Newham survey, residents had a more positive view of the cleanliness of the local area compared to last year (79% compared to 64% in 2018). Also, fewer residents felt that 'dropped litter is a problem' (29% compared to 43% in 2018).

However, litter still remains among the top three concerns for residents along with Crime & Anti-social behaviour and Parking.

Please note that the onsite validation exercise planned for the Lead Member to join the Quality Assurance Team on their routine monthly surveying inspection in March (referred to in the quarter 3 report) has been delayed due to the Covid-19 outbreak.

The Quality Assurance Team adhere to a robust and a nationally recognised inspection regime and have been trained and certified by Keep Britain Tidy.

## **Corporate Plan actions**

Activities in 2019/20 included:

- Air quality action plan (AQAP) and Air Quality Management Area were adopted by Council in November 2019.
- Local Implementation Plan approved by the Mayor of London, setting out Newham Council's commitment to sustainable transport through policies and programmes for the next 3 years.
- External review of street cleaning services completed and ongoing robust monitoring of the service continues.
- Continued work of our Visiting Team to support residents to recycle and facilitate behaviour change. Working in partnership with Keep Britain Tidy to deliver a range of behaviour change pilots relating to fly-tipping and recycling.
- Grounds Maintenance contract brought back in house with a corporate working team established to deliver against a detailed project plan.
- Cabinet approval in December 2019 for the Shape Newham project which will see creative enhancements to eight town centres across Newham reflecting the priorities of local communities.

## Priority 5: Quality of Life

*Improving our health and social care system so it works for Newham residents*

### Corporate Plan Measures

Targets were achieved for all performance measures with the exception of one in 2019/20.

Please note that performance outturns reported at this time should be treated as provisional and are subject to validation by NHS Digital following the submission of the annual statutory returns.

We are doing well in effectively **safeguarding people at risk of abuse**. In 94.4% of the cases we have investigated so far this year, the risk was removed or reduced (target of 90%). In addition, the desired outcomes of the person at risk were achieved (or achieved in part) for 95.5% of investigations (target of 90%).

68.8% of **new customers for adult social care were assessed on time** (within 28 days), exceeding the 65% target.

Published results from the Statutory Social Care user survey carried out in January and February 2019 show that **59.4%** of people who use services, say that they are **satisfied with the care and support they are receiving**. This is above the London average of 58.6%.

The survey of Carers (carried out in October and November 2018), shows that **35.8%** of **carers say that they are satisfied with social services**. This compares to 35.2% on average in London.

Provisional figures indicate that we fell below the 80% target for **reviewing our social care customers** with **72.2%** having received a reassessment or review in the year. An improvement plan has been put in place to address the issues that are affecting this indicator.

## **Corporate Plan actions**

Actions in 2019/20 included:

- Needs assessment identifying the key lifestyle factors that impact on the major causes of ill health in the borough completed. This work is informing commissioning and partnership working around healthy living, diabetes prevention and smoking and supports social prescribing under the programme banner Well Newham.
- Ongoing work to develop a whole systems approach to improving the quality of health through the Health and Wellbeing Strategy.
- Successful bid for transformation funding by Newham Council and the East London Foundation Trust (ELFT) to change the model for delivering mental health services. ELFT launched “The Hub” model in December 2019 providing a single point of access for all secondary care mental health referrals open 24 hours, 7 days a week.
- A full review of the Child and Adolescent Mental Health service (CAMHS) completed and work undertaken to develop a new service model.
- Newham Wellbeing Partnership established to lead the development of borough based integrated health and care, ensuring that systems are responsive, accessible and integrated.
- Continued work to ensure adult safeguarding practices are embedded across Council services, including a session for the Senior Leadership Forum in November 2019 and a series of public meetings in libraries and community hubs during national Safeguarding Awareness week.

**Priority 6: An Efficient and Effective Council**  
*Making Newham Council work better for everyone*

## Corporate Plan Measures

Year-end data is not available for all measures at this time and therefore the Performance dashboard is incomplete for assessment of spend against budgets and staff engagement.

The latest available performance for **Resident satisfaction with the Council** is from 2018 and indicates that satisfaction remained high at 82%, a slight improvement from 81% reported for 2017.

67.45% of **stage 1 complaints** were fully responded to within timescales (20 working days) in 2019/20, up from 61.41% in 2018/19. We have set ourselves the target of responding to 95% of stage 1 complaints on time and work to improve performance includes:

- Staff recruitment,
- Staff training,
- Revising internal guidance so that we clearly differentiate between service requests, corporate complaints and enquiries from our elected members.

### Average days lost to sickness

Annual data for 2019/20 indicates that on average 10.5 days were lost to sickness per full time equivalent member of staff. This was a decline on 2018/19 when 9.5 days were lost. The council's Culture Change programme is seeking to tackle the underlying issues.

### Corporate Plan actions:

- New three year Budget and Corporate Plan set, founded on an open and transparent budget setting process with public engagement.
- New HEART values and behaviours framework (Honesty, Equality, Ambition, Respect, Transparency), co-produced with staff, launched.
- Smarter Newham programme commenced with Tranche 1 teams going live in January 2020. This programme was massively accelerated in March 2020 in response Covid-19 outbreak.
- Successful recruitment to the Council's new senior management structure.
- Democracy and Civic Participation Commission now live.
- Continued delivery of the Citizen Assembly programme. This included 8 hyper local Community Assemblies delivered to enable local residents to monitor and evaluate the progress made against the community plans agreed in March 2019.
- Approval to create a new talent hub within the HR and Organisational Development service.
- Revised whistleblowing policy approved by Audit Committee in 2019.
- Performance Management Framework launched with quarterly public reporting for Corporate Plan performance indicators.