

# LONDON BOROUGH OF NEWHAM

## CABINET

Report title	Council Performance Report: April 2020 –June 2020 (Quarter 1)	
Date of Meeting	Cabinet Meeting on 8 September, 2020.	
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 Performance Issues 2. Detailed report on corporate performance measures from April 2020 to June 2020 (Quarter 1).	

### 1. EXECUTIVE

1.1 This report publishes the full suite of current corporate plan performance measures and corporate plan actions, using April to June 2020 (Q1) data. The Council's Performance Management Framework (PMF) continues to be improved to ensure that:

- our performance measures fully reflect the priorities of the Council;
- 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, CMT is asked to:

- note the overall performance against key performance indicators for the 1<sup>st</sup> quarter (i.e. April - June), 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 the Corporate Management Team and Directors to address emerging trends and areas for improvement.

### 3. BACKGROUND

3.1 The Council approved its three-year Corporate Plan in March 2020; the first multi-year plan the Council had produced in several years. The Corporate Plan sets out the Council's priorities, specific objectives and actions to deliver them. Community Wealth Building is the overarching theme of the Corporate Plan, underpinned by the Council's approach of "putting people at the heart of everything we do".

3.2 The Corporate Plan shows what the council will do over the period 2020-23 to achieve the administration's vision for Newham. The Plan is informed by the pledges set out in the Mayor's manifesto and reflects the council's proposed medium term financial plan. The shift to three-year aligned financial and policy planning is another step in restoring good and effective governance to the council, and reflects good practice elsewhere in local

government.

- 3.3 Newham Council, like other local authorities, is facing complex and wide ranging challenges presented by the impact of the on-going Covid-19 pandemic. This has resulted in re-prioritisation and redirection of resources to support other projects in the council to aid residents and local businesses. This scenario has affected performance levels and also our ability to collect and analyse performance data in the usual manner. It is hoped that this situation will improve as the lockdown is gradually eased and operations return to the “new normal”.
- 3.4 During Quarter 1 of 2020/21 while the Council was working to fully understand the economic, community and organisational impact of Covid-19, a temporary pause to full monitoring of the corporate plan actions for Q1 was agreed. This was intended to reduce the significant reporting burden involved but instead pursue a light touch summary during Q1 of this year and return to full monitoring of delivery against the 20/21 Corporate Plan when it has been refreshed during Q2.

#### 4. PROPOSALS & KEY CONSIDERATIONS

- 4.1. For the period 2020-23, the council will focus on the following six priorities, which sit under the overarching theme of Community Wealth Building - the building of a dynamic and sustainable local economy, which benefits the whole population:
- **Priority 1: Making Newham the Best Place for Children and Families** - strengthening the wide range of support provided to children and young people, supporting young people to develop and achieve their aspirations, while involving them in decisions that affect them and the services they receive.
  - **Priority 2: Building Communities** - improving the supply and quality of housing and strengthening local communities.
  - **Priority 3: A Strong and Inclusive Economy** - building a modern economy that creates good jobs, gives local people the skills and opportunities they need and promotes sustainable development.
  - **Priority 4: An Environment for All** - improving the environment and providing high quality amenities for all, while addressing at the local level the global challenge of climate change and tackling issues such as poor air quality.
  - **Priority 5: Improving the Quality of Life** - Improving our health and social care system and ensuring that Newham is a safer place.
  - **Priority 6: An Effective and Innovative Council** - building an efficient, transparent and modern council that works with and supports our diverse local communities.
- 4.2 Each priority has a set of objectives, alongside key actions the council will take to deliver them. In order to help monitor progress against council priorities, the Corporate Plan actions are tracked alongside the agreed set of key strategic performance measures; and progress (including remedial actions) is considered by the Corporate Management Team and Cabinet on a quarterly basis. However, delivery against this new plan is being kept under review due to the Covid-19 outbreak and other emerging local priorities; including Newham’s Covid-19 Recovery and Reorientation Strategy, published in July 2020. This strategy sets out Newham’s approach to embed an economy which places the health and wellbeing of our residents and race equality central to our aspirations of inclusive growth, quality jobs and fairness in Newham.

4.3 Performance against the 39 corporate plan indicators is reported on a quarterly basis (8 of the indicators do not have comparable data to gauge performance, most are newly formulated PI's with no historical information). The overall summary is as follows:

- 52% (16) of the indicators have a positive direction of travel
- 48% (15) of the indicators have a negative direction of travel

4.4 At this very early stage in the municipal year, of the 19 measures with performance targets (20 measures have no set targets because they are either demand led or newly formulated):

- 53% (10) On target
- 47% (9) Below target

#### 4.5 Areas where performance is notably strong include:

- **Permanent admissions to nursing and residential care** show that there were 3 permanent admissions to nursing and residential care for customers aged 65+ and 5 for residents aged 18-64 in quarter 1. For both age groups this is within the target level and performing well when compared to London averages.
- **Safeguarding investigations** in quarter 1 shows that in 98.5% of cases where the adult at risk (or a representative) expressed their desired outcomes, those outcomes were either partially or fully achieved. Performance for this indicator remains above the 90% target, regardless of visiting restrictions on practitioners due to Covid-19.
- Measures related to community safety and figures for quarter 1 show a decrease in the number of **violence with injury offences** (-163 victims) when compared with the same period last year (680 in quarter 1 2020/21 compared to 843 in quarter 1 last year).
- Regarding the amount of money that **Newham Council spends with locally based suppliers**, based on a list of providers which it is possible to influence through procurement activity: 21.5% of spend in quarter 1 was with local providers and the total value of this spend was over £23.7million. Work is ongoing to refine the list of suppliers considered 'local' - initially based on supplier postcode - to ensure that supplier spend with a significant presence in the borough (e.g. via supply chain or construction work) is captured.

#### 4.6 Identified areas for improvement include:

- **Council Tax collection rate** - which was 26.2%, at the end of quarter 1. This was lower than quarter 1 last year when 28.3% had been collected by this point in the year. Collection rates have been impacted by Covid-19 with a decision made to suspend all recovery action and to offer payment holidays to those struggling. As a result and in line with other London boroughs, Newham has seen a significant drop in collection during quarter 1.
- **Education, Health and Care Plans (ECHPs)** issued on time: 9.2% (ie 120) of plans were issued in quarter 1 (up from 102 in the same period last year) with the majority (67) issued in June which represents the highest number issued in a single month. The service has been focused on the backlog of assessments. However with Educational Psychologists and other professionals moving to virtual assessments it is anticipated that timeliness will improve.
- **Care leavers who are in Education, Employment or Training:** Figures for the end of quarter 1 show that 50% of Newham's care leavers were in Education, Employment or Training. This was below the 55% target level and the leaving care service is working with the Newham Virtual School, West Ham Foundation and a community based project

to ensure a panel is in place to track and assist all young people who are Not in Education, Employment or Training (NEET) into employment, education or training.

- **Proportion of young people not in education, employment or training (referred to as NEET):** As at June 2020 this equated to 4.5% (including those young people whose destination was unknown). Newham's NEET team is working closely with schools and the careers service provider (15BillionEBP) to identify young people who are at risk of becoming NEET and provide support during the post 16 transition period. Additionally, our Covid-19 recovery response plan sets out our approach to supporting 16-25-year olds where employment opportunities may be reduced and we are in the process of consulting with key 16-25 service providers, including colleges and universities, to develop and deliver a plan to support 16-25-year olds.
- **Affordable Homes for Newham Programme:** No homes were started under the Affordable Homes for Newham programme in quarter 1 but the cumulative number of starts under the programme to date is 289 (235 in 2018/19 and 54 in 2019/20).
- We fell below the target of 90% for **completing housing repairs** on time in quarter 1, with 87% of repairs completed within timescale. However, June performance has improved and is above target of 91%. In view of Covid-19 and the lockdown the service has also been concentrating on emergency repairs which has had an impact on the performance level. In preparation for the return from lockdown, the service has carried out an improvement review and has now introduced a new repairs and maintenance scheduling and management system which should support improved performance.
- We are tracking the number of **households in our borough living in temporary accommodation**, which rose to 5,714 at the end of quarter 1, up from 5,449 at the end of 2019/20 (an increase of 265). The Service is continuing to see increasing numbers of people seeking support and assistance as we leave lockdown. There has most notably been an increase in parental exclusions and in June was the highest reason for homelessness, The service anticipate a further step up in demand when the ban on Private Rented Sector (PRS) evictions is lifted, potentially on the 23 August.
- We are using data published by the Office for National Statistics (ONS) to track Newham's **Employment Rate** – which was reported as 71.0% for the year to March 2020 compared to a London average of 75.1%. As at the end of May 2020, 53,200 Newham Residents were receiving Job Retention Support - the highest figure for any single London borough. This equates to 22% of the working age population. Additionally, 25,600 Newham residents were receiving support via the government's **Self Employment support scheme** at the end of May - again the highest figure for any London borough. **Claimant Count** data show that 23,795 Newham residents were receiving employment support benefits as at the June 2020 snapshot (Claimant count is a figure combining Job Seekers Allowance claimants and Universal Credit claimant actively seeking work). This figure has almost tripled since March when Newham's Claimant Count was 8,150.

## **5. DELIVERING COUNCIL POLICY & CORPORATE PRIORITIES**

- 5.1 The Council has a general duty to “make arrangements to secure continuous improvement in the exercise of its functions”; this year, being responsive to the impact of Covid-19 will be key to delivering this duty, recognising that the impact of the pandemic will be fundamental and significant in many areas of the borough's life. This includes seeking to identify, monitor and address new priority areas since there may be some tensions between the previous planned corporate plan actions and the council's Covid-19 response.

- 5.2 To this end, the Mayor and her Cabinet are providing a renewed political steer on financial and organisational priorities given the changed context. The Council will undertake a comprehensive assessment of Covid-19 on delivery of the Corporate Plan 20/23 in order to establish what really is now a priority and which actions now are no longer important or relevant. We also need to consider what is required for community and organisational recovery – which may require a completely different set of priorities and actions or at the very least a refocusing and reshaping of previous priorities, for example around economic development and community wealth building. The outcome of this strategic exercise is anticipated to complete by September 2020; with a revised budget and a refreshed corporate plan. Notwithstanding, there is still the need to acknowledge a significant level of uncertainty as the longer-term social and economic impact, and hence demand in future years, will remain difficult to predict.

## **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 Medium Term Financial Strategy.

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. But the council has a duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, and effectiveness".

### **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**