

## SUMMARY OF CORPORATE DELIVERY PLAN ACTIONS

Q3 2020/21

**Pillar 1: *Our measures of success will be the health, happiness and wellbeing of our residents, rather than growth, productivity and land value***

### What residents can expect

- A focus on an economy which better reflects their daily experience.
- Clear information on how the council is doing in delivering against its economic objectives.

### Corporate Delivery Plan actions

While no actions under Pillar 1 had been completed at the end of quarter 3, the majority of actions were recorded as green meaning that they were on track to be completed by planned delivery dates.

These included actions to establish 'what we already know' regarding the happiness, health and wellbeing of Newham residents and activity that will build processes to collect and collate information on this in future. A key feature of this work will be to ensure research is embedded in local communities from the outset.

We will also explore opportunities to deliver a public-facing wellbeing report for communities and democratise access to data and information. At the very least, an annual report disseminated in different ways across different communities will help to ensure transparency around the progress being made.

We continue work taking place under the Social Integration Strategy (approved at cabinet on 3<sup>rd</sup> November 2020) to understand wellbeing evidence being collected by private and civil society sector partners. We said that we would review the scope to develop a borough-wide evidence partnership to share, collate, and disseminate information (action Ref005). The timescales for delivering this have been adjusted to the end of December 2021, following the establishment of a project-working group made up of council officers and lead members to identify and implement the actions underpinning the Social Integration Strategy as set out in the implementation plan approved by lead members.

One action under Pillar 1 was marked as red in the quarter 3 monitoring report, because the original timescale had slipped. We said that we would establish a new Outcomes Framework for Newham with a focus on our Towards a Better Newham strategy and our new priorities by the end of December 2020 but work was extended into January 2021. The first phase of this work defining the Vision, high level strategic outcomes and underpinning intermediate (1-2 year) outcomes have now been presented to the Corporate Management Team and proposals for taking this forward for wider stakeholder engagement were agreed. This will be taken forward to Cabinet in March 2021.

***Pillar 2: The Council will ensure every resident under 25 is safe, happy and cared for, with positive activity to secure their long-term wellbeing***

**What residents can expect**

- A partner in challenging times
- Improved access to information
- New ways to develop skills and lower barriers to trying new opportunities
- A consistent and supportive partner in starting a career or a business

**Corporate Delivery Plan actions**

The following Pillar 2 actions had been completed by the end of quarter 3 2020:

- New Adolescent Exploitation Strategy for Newham developed.
- Youth Empowerment Service (YES) of 40 youth workers; in Dec 2019 a Youth Safety Board (YSB) report recommended young people are supported with pathways to education and training, particularly those most at risk from violence.
- Support for Voluntary and Community Sector (VCS) to delivery outreach programmes and improve digital services linked to young people.
- Mental Health & Wellbeing survey delivered through Youth Participation.
- Development of Youth Health Champions.

A further 39 actions under Pillar 2 were recorded as green, meaning that they were on track to be completed by the planned delivery date. These included actions to establish a partnership and place-based problem solving approach to crime and anti-social behaviour in Newham with key partners; work to implement with partners and children a programme to improve air quality around schools; offering families the right kind of help as early as possible, so that children can thrive; developing a new Early Help Strategy and Operating Model; and actions to reduce exploitation, harm and vulnerability through a 'whole borough' response to youth safety, in conjunction with our partner organisations.

We will continue to deliver the OFSTED CYP Service and Social Care Improvement Programme; develop and implement a LAC Sufficiency Plan for Newham; and improve the outcomes of children in care and young people who have been in care by developing the Corporate Parenting Board, so that all council departments work together effectively on issues such as health, educational attainment, training and employment, and the transition to adulthood.

Additionally, we will strengthen the Education Partnership (and support sector-led improvement) through Newham Learning and develop a strategic vision for education in Newham; refresh the way we provide employability and skills support to 14-19 year-olds, as part of our Community Wealth Building Strategy; provide business support with free start-up space and mentoring for young

entrepreneurs (space within local workspaces, council assets; mentoring from local business people); and support Internships with anchor institutions, council, council-adjacent organisations (LLDC, Populo, Royal Docks team), and major local employers.

Thirteen actions under Pillar 2 were marked with an amber status at the end of quarter 3, meaning that there was some risk to delivering the action by the date set out in the Corporate Delivery Plan.

In some instances, progress has been impacted by national measures to control the spread of Covid-19. These include take up of free early education placements - whilst places and free entitlement remain open, take up has reduced due to the impact of Covid-19 and shifting patterns of parental work. Work continues to promote take up of free early education including ensuring that full funding is distributed to settings and support to access available business grants.

The Year of Young People is underway and launched formally on the 27th January 2020. The programme of events/activities and collaborations was subject to some disruption as we entered the third lockdown. The team are working at pace to ensure that all partners can continue to contribute through digital platforms and a task and finish group has been set up to ensure that the programme is embedded into the day to day work of the council and its partners.

In other areas, initial decisions on the organisation of resources needed to be agreed, following the adoption of the Towards a Better Newham strategy by Cabinet on 3<sup>rd</sup> November 2020, to enable actions to move forward.

For example, work to scope and undertake an initiative to better understand and establish insight about the criminal economy in Newham with key partners needed additional analytical capacity which came on stream in quarter 3. This will now enable a focus on better understanding better space violence.

A further action to develop a care leavers' hub to provide accessible services focussed on their health, happiness, success and life chances, both on site and remotely, required a Key Decision by the Corporate Director – which was taken - enabling resources to be released for this activity.

Key actions to develop and implement a Youth Empowerment Fund (YEF) with outcomes driven by young people had timescales adjusted for delivery by the end of March 2021. £500k will be made available over 5-6 years to support young people from disadvantaged families with education, training, and other needs.

***Pillar 3: The Council will take action to ensure all residents are supported and enabled to access work and other opportunities in the new economy***

**What residents can expect**

- A supportive partner through difficult economic times
- A clearer route to support and information
- A meaningful work experiences
- Maximised opportunities to benefit from any government Covid-related funding supporting creation of new jobs
- Better working conditions
- Support to start businesses where they want to do this

**Corporate Delivery Plan actions**

One action under Pillar 3 was completed in quarter 3 - Improving and transform the organisation's approach to managing debt and collections in line with our overall principle of community wealth building and ensuring the organisation remains financially robust and resilient.

A further 22 actions under Pillar 3 in the Corporate Delivery Plan were recorded as green (meaning that they were on track to be completed by their planned delivery date) at the end of quarter 3. These included work to:

- Review Economic Development, employment and debt support.
- Establish pathways to high quality apprenticeships and internships to ensure residents are well placed to secure and succeed in them.
- Continued work with health partners to ensure that we support our workforces to work safely and securely, and to minimise the disproportionate impact on vulnerable communities within the workforce.
- Establish the Employment Rights Hub.
- Campaigning to encourage businesses to adopt fair employment policies.
- Refresh economic benefit clauses to reflect Community Wealth Building and our recovery and reorientation strategy.
- Establish Healthy Workplace Accreditation as part of the Business Pledge.
- Use Kickstart as the basis of forming new types of service delivery specifically focussed upon the needs of young people and particularly those from non-white British ethnic groups

One action was marked as amber under Pillar 3 - Develop a local presence on borough high streets (Ref 109) – with risk to delivery flagged as a result of the impact of lockdown restrictions on our local high streets and businesses.

***Pillar 4: The Council will make sure our residents are healthy, happy, safe and cared for to enable them to thrive during times of recession and in the new economy***

**What residents can expect**

- Clearer routes from ill health to positive economic activity
- Stronger support to make positive choices in relation to health
- More opportunities to easily engage with activities relating to health and wellbeing
- Improvements to facilities

**Corporate Delivery Plan actions**

One action under Pillar 4 was completed in quarter 3 - delivering support for Newham's most vulnerable residents with a long-term solution to Rough Sleeping with appropriate services in place, bedded on a principle of care and compassion.

A further 28 actions under Pillar 3 in the Corporate Delivery Plan were recorded as green (meaning that they were on track to be completed by the planned delivery date).

These included work in response to Covid-19:

- Ensuring that test, track and trace works effectively for Newham's population.
- Covid-19 Outbreak Management Activity and Delivery.
- Support for residents of all ages to navigate the mental and physical health complexities around Covid-19 – as well as safeguarding implications in multi-generational homes.
- Taking action across the Newham Health & Wellbeing Partnership to tackle the disproportionate impact of Covid-19 on Black and Minority ethnic communities.
- Revising our current pathways, team structures and interface between the NHS and the Voluntary and Community Sector (VCS) to maximise the learning from COVID 19 and review ways of working to ensure best practice is followed.

While other actions are supporting broader health and wellbeing activity, such as:

- Involving service users in co-producing new services.
- Ensuring all our residents who have underlying health conditions are well supported through proactive management and that we reach out with effective and culturally appropriate models of help to support our residents around health promotion.
- To maintain and enhance the family nurse partnership for young mothers.
- To develop a 2022-2027 Homelessness and Rough sleeping Strategy.
- Develop and implement a new Domestic Violence Strategy for Newham.
- As part of our approach to Community Wealth Building, implement the Well Newham programme, with a focus on ensuring that we support our residents to be healthy, both mentally and physically;

enabling residents to access local services in a coordinated way; developing an active network of health champions.

- Implement the 50 steps health and wellbeing programme, including Change makers Grants for grassroots organisations to help deliver 50 steps.
- Improve wellbeing through access to affordable healthy food and opportunities for physical activity.
- Link to Engine Rooms project in Royal Docks, using council assets in North Woolwich and Beckon for food growing schemes.
- Parks & public realm improvements to create safe and well-equipped spaces for physical activity.
- Sustainable travel plans with council, major employers, and schools to encourage active travel to work and improve air quality.
- New models of care and support ensuring that principles of London Living Wage are embedded.
- Develop and deliver the 'Future Newham' Programme, including a review of how we work in the new reality, make best use of our resources, and unlock our assets (including implementation of the community space review).

One action was marked with an amber status under Pillar 4 indicating some risk to delivery - action (Ref 300) to develop and implement a Modern Day Slavery Strategy. Discussions have begun with the Human Trafficking Foundation to develop our strategy and we are developing a cross safeguarding partnership and Community Safety Partnership board focus enabling a holistic approach.

***Pillar 5: The Council will enable every resident to live in an accessible and inclusive neighbourhood which will provide all of their social, civic and economic essentials***

#### **What residents can expect**

- Accessible high streets which support daily needs
- More opportunities to meet, talk and celebrate.

#### **Corporate Delivery Plan actions**

While no actions under Pillar 5 had been marked as complete at the end of quarter 3, the majority of actions (33) were recorded as green meaning that they were on track to be completed by the planned delivery dates.

These included work to:

- Review the Resident Engagement and Participation service (Community Neighbourhood Offer) and delivery model.
- Finalise the overarching Newham High Streets Town Centre Strategy phase 1. This will set out a clear process to understand the needs and potential of each of the Borough's town centres in two phases, and to co-design aspirations for future action.
- Progression and completion of the Stratford Masterplan, resulting in a clear list of future actions and priorities, and detailed consideration of the different funding and resourcing options.
- Continued delivery of the Shape Newham project, actively delivering public space and arts enhancements across 8 town centres in partnership with the community.
- Work with partners and the community to tackle weapon-based crimes and violence.
- Work to tackle anti-social behaviour, nuisance, rowdy or inconsiderate behaviour - including street drinking, drugs, vandalism and environmental damage - both in housing settings and in the wider community.

Two actions were marked as amber indicating risk to the original delivery date of March 2021, with a request to extend these to June 2021. Firstly, the Community Safety Strategy (Ref 156) – the community safety Strategic Assessment will be signed off by the Community Safety Partnership in January 2021 with decisions taken on local priorities which will be used to direct the strategy development by June 2021.

Secondly, the Hate Crime Strategy (Ref 157) - a new assessment of Hate crime across the borough was outstanding at the end of quarter 3, with the delivery work spread across council directorates. Once the assessment is completed, the coordination of services will be undertaken with the proposed adjustment to the delivery date to June 2021.

A final action was marked as Red under priority 5, indicating that the action was unlikely to be delivered to the target timescale. This was directly due to restrictions to control the spread of Covid-19. The action (Ref 154) covers the targeted programme of test purchases of age restricted goods and services, such as the sale of knives, acids, cigarettes and alcohol, to ensure that young

people are not exposed to harm from such products. This has been temporarily suspended and will recommence when the current restrictions and control measures necessary due to the pandemic are lifted.



## **Pillar 6: *We will become London's greenest local economy***

### **What residents can expect**

- New opportunities to engage with jobs of the future
- Support to develop ideas and work in a new green economy.

### **Corporate Delivery Plan actions**

One action under Pillar 6 was completed in quarter 3 - Climate Emergency: Completing the procurement of a new Homecare contract, ensuring improved outcomes are achieved; that contractors receive the London Living Wage, and issues such as climate change and Community Wealth Building are embedded within the contract.

A further 50 actions under Pillar 6 in the Corporate Delivery Plan were recorded as green (meaning that they were on track to be completed by the planned delivery date).

These included actions to:

- Deliver the new sustainable Parking Policy roll-out.
- Fully support the shift towards sustainable transport and active travel in London.
- Roll out of our local transport and highways improvement programme, and Liveable Neighbourhood schemes.
- Deliver a communications campaign across the borough to target a reduction in food waste, with events in schools and neighbourhoods to promote the message.
- Work with local training providers and the further and higher education sectors in Newham to encourage the development of courses that will enable local people to develop their skills, and secure jobs in the green technology sector.
- Promote the Royal Docks Enterprise Zone as an incubator for the green technology sector.
- Deliver our Air Quality and Climate Change Action Plans.
- Integrate work on the climate emergency into the council's Community Wealth Building initiative.
- Oppose the proposed Silvertown Tunnel scheme which will increase traffic congestion and have an adverse impact on air quality.
- Ensure investment programme in place to ensure compliance of stock with current fire safety legislation, including the removal of both High Pressure Laminate (HPL) and Expanded Polystyrene (EPS) cladding to all tall blocks.
- Ensure all safety related recommendations arising from the Grenfell Inquiry are reviewed and all necessary works are appropriately programmed.
- Begin the process of replacing the 2012 Joint Waste Plan by July 2023 and enable the East London Waste Strategy to progress, facilitating the development of best practice in the handling, recycling and reuse of refuse.

- Update the waste planning guidance for developers to encourage all new developments in Newham to be designed in way that maximises recycling.

Two actions were marked as amber under Pillar 6, with risk to delivery to their planned delivery date:

- (Ref 227) To review and consult on a range of strategies relating to our public realm, parks and green spaces (includes street cleansing, waste management, parks and green spaces strategy, playing pitches strategy, trees and woodland strategy and others).
- A design brief for the new Green Infrastructure Strategy was finalised in November allowing for procurement of a consultant in January 2021. This action will reflect the local plan refresh to be undertaken next year and this has pushed the adoption of the strategy back 12 months. Sitting beneath this strategy will be a parks improvement plan focussed on our assets and will be produced by April 2021.
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- (Ref 233) Create an identifiable 'brand' for all communications around waste and recycling that residents will recognise, via the introduction of the 'Ecobot' communications character.
- This activity was delayed due to a service re-structure but a revised brand strategy is now being developed by the interim communications lead for environment.

***Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham***

**What residents can expect**

- Greater say over housing services
- An enhanced role in the production of redevelopment plans for their estates
- Increased housing supply
- Higher quality, greener homes

**Corporate Delivery Plan actions**

Two actions under Pillar 7 were completed in quarter 3: the restructure of the Private Sector Housing team to focus resources on auditing properties for compliance with licence conditions; and an action scoping of an air rights demonstrator project.

The majority of actions (32) under Pillar 7 in the Corporate Delivery Plan were recorded as green (meaning that they were on track to be completed by the planned delivery date). These included work to:

- Approve and launch a Housing Strategy.
- Review and implement the Housing Allocation Policy.
- Make the planning process more transparent and encourage greater resident input into it.
- Promote excellent urban design that promotes high quality buildings and public spaces that we can be proud of.
- Continued roll out of the Affordable Homes for Newham programme.
- Review Local Plan in line with Towards a Better Newham and new reality.
- Roll out temporary and modular housing development on appropriate sites in the borough, using council to mitigate risk and support the benefit from larger scale delivery.
- Develop and implement a Local small builders' strategy.
- Implement investment of £1m per year from annual capital programme (until 2022) for council tenants and leaseholders to develop improvements to their estates and neighbourhoods.
- Establish Resident Steering Groups, including co-design activities in key estate regeneration projects.
- Develop further coproduction for plans in Carpenters Estate and Custom House.
- Produce a Residents' Charter for council tenants and leaseholders.
- Complete a Stock Condition Survey of council homes.
- Fire Door Replacement in Council Housing Blocks and Lift Refurbishment Programme.
- Establish a new Empty Properties team to bring empty properties back into use wherever possible, including taking over the management of such properties using statutory powers.
- Increase capacity for enforcement activity against landlords not operating property in accordance with their licence conditions, and

secure the renewal of the council's Private Sector Licensing Scheme.

- Design, develop and implement a Private Renters Rights Service.

Five actions were marked as amber under Pillar 7, indicating risk to delivery by the planned delivery date.

In the case of 3 of these actions, delivery was marked as amber because controls in place to prevent the spread of Covid-19 were judged to have a potential impact on the activity/timescales. These were:

- (Ref 177) Provide a community-based housing management service, including regular housing liaison meetings held bi-monthly in local areas.
- (Ref 307) Continue to hold tenants and leaseholders' forums.
- (Ref 309) Establish Housing Hubs

The remaining two items marked amber at the time of collecting the quarter 3 status updates (early January 2021) required further work to scope and determine what activity was required to fulfil the actions:

- (Ref 190) Affordable Housing Pre-Construction Services.
- (Ref 191) Pre Construction Services Opportunities for Newham's Affordable Home Program.

***Pillar 8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham***

**What residents can expect**

- New local investment and a stronger connection to the development and change taking place in the south and west of the borough.
- Clearer opportunities to engage with and benefit from new investment and development in the borough.
- New funding to help them develop their project ideas.

**Corporate Delivery Plan actions**

Five actions under Pillar 8 were completed in quarter 3: Development of formal Commissioning Intentions and Pre-Procurement Plan for Rough Sleeping services; Implementation of the Newham Inclusive Economy Strategy to ensure activity is delivered through the lens of Community Wealth Building; Refreshed HRA Business Plan; Development and launched exemplar business pledges; and Mobilised Good Growth Fund.

The majority of actions (20) under Pillar 8 were recorded as green, meaning that they were on track to be completed by the planned delivery date. These included:

- Activity to transform Newham into a beacon of Community Wealth Building where we use our purchasing power to keep wealth in our local economy so the benefits are shared more equally among our residents.
- Optimise the value capture through Section 106 Agreements and the Community Infrastructure Levy (CIL).
- Refresh the S106 “local benefit” clauses and apply to all major planning applications.
- Work closely with our partners to ensure that planned leisure and entertainment developments within the Queen Elizabeth Olympic Park and the Royal Docks Enterprise Zone are safe and well managed.
- Work with residents and businesses to increase safeguarding measures against exploitation and abuse, including violence against women and girls, child sexual exploitation, criminal exploitation and modern slavery, hate crime, extremism and radicalisation.
- Work with partners to jointly map total supplier spend by category/sector against the local supply base in Newham to identify key areas of opportunity to switch provision to local suppliers.
- In conjunction with partners, work with key providers to develop local supply chains. To include sector specific events which local firms can attend to meet larger providers from across the borough.
- Implement the first phase of the social value model for managing the council’s community centre estate, including those spaces which are leased to the Voluntary and Community Sector (VCS).

- Use the local plan review to review and revise economic policies, optimising the pursuit of community wealth building and recovery plan objectives.

One action under Pillar 8 was marked as red at the end of quarter 3 - Ensure social value requirements/criteria linked to our corporate priorities are routinely included in our tenders, and capture and report the resulting benefits.

The New Director of Procurement is resolving basic issues as a priority and social value work will commence in early 2021. A proposed new delivery date of 31<sup>st</sup> March 2021 was therefore proposed.