

People at the Heart
of Everything We Do



LB NEWHAM RECOVERY & REORIENTATION ACTION PLANS

October 2020

ABOUT THIS DOCUMENT

TOWARDS A BETTER NEWHAM

These Action Plans follow the summer 2020 publication *Towards a Better Newham: Our Reorientation and Recovery Strategy*. This represents a fundamental shift to embed an economy which places the health, happiness and wellbeing of our residents central to our aspirations for Newham.

Towards a Better Newham focuses on two distinct stages of activity. **Recovery** addresses the next c12 months, as the council responds to sustained challenges for individuals and businesses. **Reorientation** will follow, with a focus on fundamental changes to create an inclusive economy.

Recovery and reorientation planning is linked to eight Pillars:

- **Pillar 1:** Our measures of success will be the health, happiness and wellbeing of our residents
- **Pillar 2:** The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing
- **Pillar 3:** The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy
- **Pillar 4:** The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy
- **Pillar 5:** The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials
- **Pillar 6:** We will We will become London' s greenest local economy
- **Pillar 7:** The Council will deliver genuinely high-quality and affordable homes for Newham
- **Pillar 8:** The Council will only welcome investment that secures a fair deal and a fair economy for Newham

LINKS TO CORPORATE STRATEGY

The Action Plans have been mapped across wider corporate activities to ensure that all statutory and discretionary activities can be related back to the eight recovery pillars.

WHEN DOES RECOVERY BECOME REORIENTATION?

It is important that this strategy supports new behaviours and the reorientation of council activities. Therefore, at some point the focus will move away from being a reaction to the challenges of Covid-19 and the recession and on to a more forward-facing set of activities linked to new processes and behaviours.

It is anticipated that recovery activities will last between 6 and 18 months and after this period, there will be more of a focus upon reorientation. It is however, important that the plan remains agile to what is an unprecedented time socially and economically.

PANDEMIC RESPONSE

It is important that the strategy recognises the challenge of the pandemic and the likely waves of focus this will bring on prevention. Minimising the spread of Covid 19 has to be the first order of business before any effective vaccine is delivered. Our Second Stage Pandemic Response Plan has been fully incorporated into this strategy and our future Corporate Delivery Plan

ORGANISATIONAL REORIENTATION

The Action Plans outline a range of committed and aspirational projects. It should be noted however, that Towards a Better Newham is a Recovery and Reorientation Strategy. To deliver on the latter, there will need to be a process of supporting staff to understand longer term objectives and strategy of the council to create a better Newham and new approaches which support greater wellbeing for local residents.

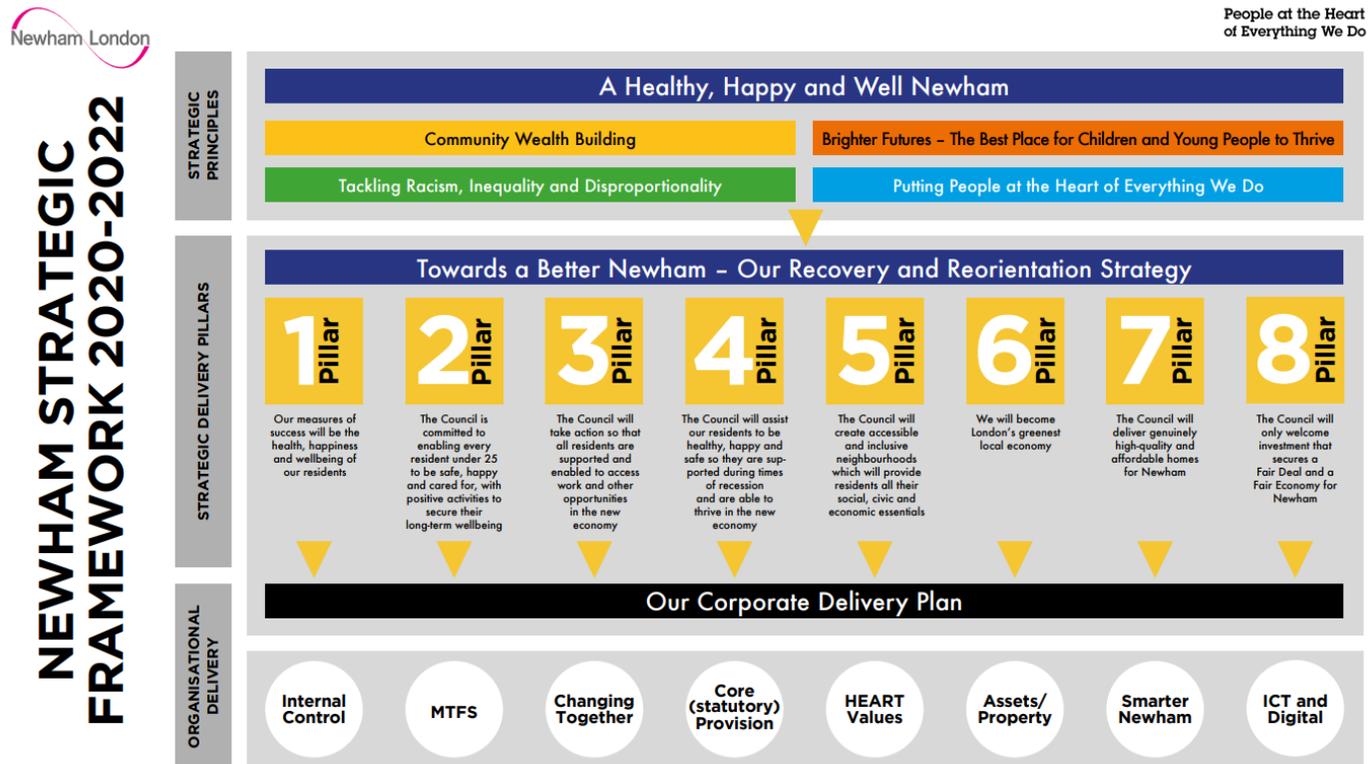
A process of briefing and training of staff should be considered a priority alongside these actions.

RESOURCING

There is a clear delineation within the plans as to what has agreed funding and what is aspirational and will require additional or external investment.

LINKS TO CORPORATE HIERACHY

These action plans and the wider strategy are part of a wider plan to refine and redefine council serves. They are effectively the strategy which deliverers against a new vision for how the council works with its residents to deliver its ultimate objective of a healthy, happy and well Newham.



ACTION PLANS

The Action Plans outline existing projects with funding and resource for each Pillar, as well as potential projects which align with these goals but need funding. They provide a high-level summary of tasks over the next 24 month which will help deliver recovery and reorientation projects. Further detail on these tasks will be determined by the lead Senior Responsible Officer listed on each Action Plan and their supporting teams, which in some cases may comprise staff from multiple departments.

The Action Plans have been developed in discussion with LB Newham officers involved in delivering existing projects, with inspiration for future projects taken from officers and successful projects in other councils and cities.

They are structured as follows:

PEOPLE & PROJECTS

- Senior Responsible Officer (SRO) and other officers who will oversee delivery; member lead; external partners needed to support projects
- High-level outcomes
- Recovery and reorientation objectives, as set out in *Towards a Better Newham*
- Recovery projects (those with funding and resource, with delivery underway or imminent) and reorientation projects (those in need of funding and resource)
- Risks and external factors that could impact delivery

DELIVERY

These plans will be delivered at an uncertain time. It is therefore critical that some flexibility and opportunities for redesign are built into the process.

24-month indicative outline, broken down by quarter. **These are not finalised plans and remain live** and should be planned ahead of each quarter's delivery. The intention is to have three to five core actions for each, with reviews into progress, as well as emerging risks/external factors, at the end of the quarter.

In the outline, recovery projects (with resource) are designated in black text, while reorientation projects (in need of resource) are in grey text.

CROSS-PILLAR LINKS

Links and overlaps with other pillars, which offer opportunities for, or necessitate, joint working. Here, consideration is also given as to how the pillar will deliver against the cross-cutting objective of addressing racial inequality and disproportionality within the borough.

PILLAR 1

Our measures of success will be the health, happiness and wellbeing of our residents.

Officer Lead: Jessica Crowe	
Other Responsible Officers: James Partis Jane Kennedy Dave Hughes Mohamed Hammoudan	External Partners: UCL University of Bath Royal Docks Team LLDC
Statement of Change: Linked to the council's developing outcomes framework, we will develop our future proposals for embedding the measurement of health, happiness and wellbeing at the heart of our future focus. Our measures of success will be the health, happiness and wellbeing of our residents. We will use these measures to gain insight on the characteristics of our residents, communities and places, as well as to govern how we engage people across the borough, deliver services and make decisions.	Outcomes: <ul style="list-style-type: none"> • Corporate approach to outcome measurement aligned to corporate planning • More consistency in the type of data collected across different parts of the council • A more granular and up to date understanding of the happiness, prosperity and health of our communities
How this supports Newham residents: Measuring wellbeing delivers a number of core benefits. Fundamentally, it is about having an outcomes-focused approach to the council's performance and a granular understanding of the experiences, needs, and aspirations of the borough's residents and communities. In turn, this can: <ul style="list-style-type: none"> • Enhance the empathy and positioning of the council in relation to its citizens • Enhance the responsiveness and relevance of day to day service delivery • Support the evolution of new approaches to council budgeting and corporate decision making • Enhance case-making to external partners for support, investment and partnerships • Positively influence how wider partners (in public, private and civil society sectors) engage with Newham's places, communities and people • Demonstrate leadership in good city governance more widely 	
Recovery Objective: Establish a clear definition of how Newham will define and measure outcomes and success. Clearly articulate why this is important and how it will make a difference for Newham.	Reorientation Objective: Embed new information and intelligence within the day to day activities, communications and decisions of Newham Council.

<p>RECOVERY PROJECTS <i>Existing projects with committed funding/resourcing (or projects which could be achieved within existing resource):</i></p> <ul style="list-style-type: none"> • Continue current work on council-wide Outcome Measures linked to the Corporate Plan, aligning this with the Pillar 1 objective • Use the qualitative community research planned for autumn 2020 as an opportunity to test – and then finalise – definitions of happiness, prosperity and health for Newham citizens • Continue work taking place under the Social Integration Strategy to understand wellbeing evidence being collected by private and civil society sector partners. Review scope to develop a borough-wide evidence partnership to share, collate, and disseminate information. • Collate and review existing information and evidence from across the council to establish ‘what we already know’ regarding the happiness, health and wellbeing of Newham residents, and where the key gaps in knowledge exist. • Build on the early work of the 50 steps strategy to develop a clear health outcomes framework to measure the success of our strategy and new approach • Explore the potential for research partnerships with leading universities building on established relationships such as those with UCL (Institute for Global Prosperity) and Bath. • Build early relationships with the What Works Centre for wellbeing to provide specialist expertise on wellbeing measurement approaches. Explore potential to work with the GLA and LOTI to ‘pilot’ these approaches for London. 	<p>REORIENTATION PROJECTS <i>New projects or ideas in need of funding/resourcing:</i></p> <ul style="list-style-type: none"> • Establish revised ‘architecture’ for evidence collection – covering the technical approaches and processes to collect and collate information on the happiness, prosperity and health of Newham residents – balancing ‘top down’ and ‘bottom up’ information sources • In doing so, work to embed a Citizen Science/ethnographical approach within the change and insight team, which ensures research is embedded in local communities from the outset. • 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 continued buy-in. • As information collection progresses, scope the feasibility of (and if relevant take forward) outcomes-focused budgeting approaches.
<p>Risks:</p> <ul style="list-style-type: none"> • Need for significant primary research, with large sample sizes - ongoing resource implications of this • Sheer diversity of Newham: large number of communities and contexts to understand 	<p>External Factors/Influencers:</p> <ul style="list-style-type: none"> • Wider (London and central government) approaches to measurement • Existing research commitments by external partners (e.g. LLDC and Royal Docks Team)

<ul style="list-style-type: none"> • Highly mobile and dynamic Newham population: constant flux in characteristics and context • Wellbeing measurement relies on softer and more qualitative insights which are potentially open to interpretation, and hence challenging from a decision-making point of view • Ensuring the importance and added value of the approach is understood across Newham's diverse communities • Where needed ensuring Newham is bi-lingual (i.e. able to speak the language of external partners who may not be focused on wellbeing) 	<ul style="list-style-type: none"> • Buy-in from civil society and private sector partners (e.g. providing their own data and insights) • Timeliness and granularity of 'top down' data releases (e.g. ONS information).
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INDICATIVE 24 MONTH PLAN

Black text = recovery projects (with committed resource) Grey text = reorientation projects (in need of resource)

<p>October to December 2020</p> <p>Core Objective: lay foundations for future wellbeing measurement approaches</p> <ul style="list-style-type: none"> • Identification of officer resource to lead on day to day coordination (plus scoping of potential to draw on existing research and data hub team resource and expertise) • Qualitative research into Newham communities led by Research Team to provide insight to inform future approaches • Develop Newham's outcomes framework with CMT • Scope Citizen Science approach linked to change and insight restructure, linking this 	<p>January to March 2021</p> <p>Core Objective: defining wellbeing</p> <ul style="list-style-type: none"> • Scoping case and potential for a number of strategic partnerships on wellbeing measurement – with university partners, Well-Being Centre and potentially the GLA and LOTI • Call for existing wellbeing evidence across to council to stock take and understand gaps • Agree Newham's headline definition of wellbeing 	<p>April to June 2021</p> <p>Core Objective: formalising research approaches</p> <ul style="list-style-type: none"> • Definition of new bottom up evidence collection approaches • Develop online portal to collate intelligence (this should evolve over time to a publicly accessible platform) • Further engagement with external partners to explore scope for research collaboration and information sharing
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<p>with other pillar workstreams and services where appropriate</p> <ul style="list-style-type: none"> • Scope arrangements for enhanced, consistent monitoring and evaluation arrangements for specific council activities. Consider pilot with Repair and Maintenance service. 	<ul style="list-style-type: none"> • Early engagement with wider partners (public, private and third sector) to secure input and buy-in to approach • Definition of top down and bottom up measures to be used – and respective sources • Scoping of appropriateness of index approaches (and preferred approach). • First ethnographic survey of Workspace and Moneyworks survey users 	
<p>July to September 2021</p> <ul style="list-style-type: none"> • Collate existing publicly accessible and internal council data on the central platform • Collaboration with other Pillar Leads to draw in thematic delivery information. • Ongoing engagement with external partners to build in wider data • Initial phase of primary research to provide bottom up insights. 	<p>October to December 2021</p> <ul style="list-style-type: none"> • Initial phase of analysis and reporting • Year one community dissemination activities • Ongoing collation of top down and council and external partner intelligence. 	<p>January to March 2022</p> <ul style="list-style-type: none"> • Review and stock take of relevance and value of process; recommendations and tweaks to respond to gaps and weaknesses • Initial scoping of opportunities for future evolution to outcomes budgeting for 2023/24. • Ongoing collation of top down and council and external partner intelligence.
<p>April to June 2022</p> <ul style="list-style-type: none"> • Planning for Year 2 primary research activities • Ongoing collation of top down and council and external partner intelligence. 	<p>July to September 2022</p> <ul style="list-style-type: none"> • Second phase of primary research to provide bottom up insights. • Ongoing collation of top down and council and external partner intelligence. 	

CROSS PILLAR LINKS

Other Recovery Plan Pillars	Links to Pillar 1
Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents	
Pillar 2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	<ul style="list-style-type: none"> Supporting Newham's young people to help them realise their potential and continue to engage and interact within and across their communities.
Pillar 3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	<ul style="list-style-type: none"> Providing access to wider social and emotional support in a time of unprecedented challenge The extent to which Newham residents feel valued in their everyday work and have access to the opportunities they need to progress and reach their potential Workplace and Moneyworks service users act as a sample for the collection of better information
Pillar 4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	<ul style="list-style-type: none"> Better understanding of health barriers across Newham's communities and how these impact on economic participation
Pillar 5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	<ul style="list-style-type: none"> Maximising opportunities for Newham residents to come together Providing inclusive and accessible spaces for residents to test ideas
Pillar 6: We will become London's greenest local economy	<ul style="list-style-type: none"> Supporting the potential and aspirations of Newham residents via the creation of more resilient, future facing and higher value jobs Supporting the evolution of healthier places to live and environments to work in
Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham	<ul style="list-style-type: none"> Ensuring homes and communities meet residents' needs and contribute positively to wellbeing
Pillar 8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	<ul style="list-style-type: none"> Extent to which new opportunities are geared towards the needs of Newham residents Extent to which Newham residents feel they belong to or fit with new and evolving places

Addressing racial inequality and disproportionality within the borough

- Better local data gives a greater understanding of issues of inequality and disproportionality in Newham
- Information can be made more available and used more democratically by local groups and residents to inform debate and develop solutions

Data Links

All Pillars will be iterative. It is therefore important that we keep abreast of good practice and developments from elsewhere. The following have potential relevance to Pillar 1

Thriving Places Index: Existing national 'index' approach to understanding, benchmarking and tracking wellbeing.

<https://www.thrivingplacesindex.org/#>

LB Barking & Dagenham Social Progress Index: Borough approach to benchmarking and tracking wellbeing within its wards.

<https://www.lbbd.gov.uk/social-progress-index>

GLA Ward Wellbeing Approach: Identification of a core set of wellbeing measures to benchmark London Borough's and wards (not updated since 2013): <https://data.london.gov.uk/dataset/london-ward-well-being-scores>

London Prosperity Index: Bottom up approach using local household survey data to compare experiences to London average.

<https://londonprosperityboard.org/>

GLA Social Integration Measures: Attempt to secure pan-London consistency in understanding social integration.

<https://data.london.gov.uk/social-evidence-base/integration/>

ONS – Measuring National Wellbeing: Use of national statistics to understand wellbeing across the UK and its components local authority areas.

<https://www.ons.gov.uk/releases/measuringnationalwellbeinglifeintheukapril2018>

London Prosperity Board Citizen Scientists: Development of the local researchers as integral foundation underpinning all London Prosperity Board research. <https://londonprosperityboard.org/citizen-scientists>

Understanding Prosperity in East London: 10-year study into prosperity across multiple East London communities (including in Newham), to commence in 2021 – led by London Prosperity Board. <https://londonprosperityboard.org/lpi-scorecards>

New Zealand National Wellbeing Budgeting: National approach to evolving to use of wellbeing within setting of budgets and priorities.

<https://www.weforum.org/agenda/2019/05/new-zealand-is-publishing-its-first-well-being-budget/>

PILLAR 2

The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing.

<p>Officer Lead: Geeta Subramaniam-Mooney and Tim Aldridge</p>	
<p>Other Responsible Officers: Lynne Crank Matt Eady</p>	<p>External Partners:</p> <ul style="list-style-type: none"> • Higher Education and Further Education institutions • Local businesses and major employers/institutions • Newham CAMHS • Voluntary and community sector (VCS)
<p>Statement of Change: Ensure every resident under 25 is safe, happy and cared for, with positive activity to secure their long-term wellbeing. Develop enhance processes and links to services (Workplace, Money Works) to engage the borough's young people in their local areas. Innovate in the delivery of internships and new labour market projects.</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> • Young people (including care leavers, children at risk of violence, and NEETs) supported into training, education, placements, and enterprise • Mental and physical health issues addressed as early as possible, helping young people feel capable and secure • Young people equipped to thrive within new and emerging sectors, in particular green, creative, and tech industries • Resilience of the under-25 cohort to next recession • Increase in participation of young people in borough life, with enhanced representation in place and economy
<p>How this supports Newham residents: Young people, including care leavers, are at especially high risk of unemployment in the current climate of Covid 19 and recession. Varied, supported pathways to work will encourage young people to realise their goals, while a focus on green, creative, and tech industries will prepare young people to be at the forefront of new and emerging sectors. Underpinning this, a broad programme to tackle mental and physical wellbeing issues—connecting to Pillar 4—will ensure Newham's young people are healthy enough to thrive.</p>	
<p>Recovery Objective: Provide initial communication and projects which demonstrate to young people that there are options available to support them. Ensure that a reoriented Workspace includes provision to administer this as well as developing links to Youth Empowerment Services within the council.</p>	<p>Reorientation Objective: Provide pathways and support for young people to succeed in their ambitions.</p>

RECOVERY PROJECTS

Existing projects with committed funding/resourcing:

Brighter Futures agenda to increase resources for supporting Newham's young people, e.g.:

- Dedicated commissioner, Geeta Subramaniam-Mooney
- Youth Empowerment Service (YES) of 40 youth workers; in Dec 2019 a YSB report recommended young people are supported with pathways to education and training, particularly those most at risk from violence

Newham Workplace directing residents to employment and other opportunities in the borough – to be redesigned/relaunched with specific focus upon connecting with the under-25s

Flagship Youth Zone in Stratford focusing on arts and culture

Youth Empowerment Fund (YEF) with outcomes driven by young people 500k available over 5-6 years (with intention to secure the fund in perpetuity) to support young people from disadvantaged families with education, training, and other needs

- YEF can assist people on 'pathways' programme with costs associated with books, travel to work, work attire, etc.

Royal Docks Pilot Internship Programme of support for all residents (but young people specifically) through employment within Royal Docks employers

Linking with Pillar 1, developing outcomes/measures of success based on long-term security and skills growth of young people (via learning partner, to be appointed late October)

REORIENTATION PROJECTS

New projects or ideas in need of funding/resourcing:

Kickstart: central government funding scheme to help organisations create 6-month job placements for young people on Universal Credit or at risk of long-term unemployment

- The council could apply for funding to support 'pathways' programme below, specifically the Internships and Intermediate Labour Market element

Kickstart/Pathways to work for yearly cohorts of 80-100 young people to undertake 6-month (tbc) programmes in any of:

- Training and education such as through FE/HE, focusing on green, creative, or tech skills (linking to Pillar 6), Citizen Science project (linking to Pillar 1), construction/trades skills, etc.
- Volunteering with local organisations, particularly for asylum seekers who are unable to work but keen to contribute
- Intermediate Labour Market using council's insourced landscaping/maintenance team, and potentially expanding to other departments
- Business support with free start-up space and mentoring for young entrepreneurs (space within local workspaces, council assets; mentoring from local business people)
- Internships with anchor institutions, council, council-adjacent organisations (LLDC, Populo, Royal Docks team), and major local employers (ExCeL, London City Airport)

Source community mentors (e.g. from senior council staff, local businesses, third sector organisations) from a range of industries and backgrounds to provide support to and help identify future opportunities for young people going through Kickstart/pathways and other council programmes. This will be particularly important for certain groups of young people (e.g. care leavers, prison leavers).

<p>Youth Empowerment Team 'digital map' as an interactive directory for youth services/social prescribing/amenities/opportunities throughout the borough</p> <ul style="list-style-type: none"> • Potential to offer map/social media management as one of the Kickstart roles <p>Young People's Engagement (from CYPIWG)</p> <ul style="list-style-type: none"> • Citizen Youth Assembly to discuss covid-19 impact and recovery, provide positive communication with the council, and ensure services which impact CYP are informed by them • Youth Befriending Service • Supporting VCS to deliver outreach programmes and improve digital services • Increase digital access for CYP experiencing digital poverty <p>Mental health support services for covid-19 recovery (from CYPIWG)</p> <ul style="list-style-type: none"> • Increase CYP access to therapeutic conversations through partnerships/collaboration • Make emotional wellbeing support available in schools – addressing mental health training needs and providing support teams (via Wellbeing for Education Return Grant/Anna Freud programme) • Training frontline staff in schools, community organisations etc to identify and signpost CYP at risk • Use “Your Time” to provide emotional wellbeing support to vulnerable CYP • Deliver Mental Health & Wellbeing survey through Youth Participation <p>Physical health initiatives (from CYPIWG)</p> <ul style="list-style-type: none"> • Develop Youth Health Champions (linked to Pillar 4) • Implement Chat Health to improve virtual conversations with CYP • Be Active physical activity offer • Education sessions for families and frontline workers on healthy eating and nutrition 	<p>Linking with Pillar 8, scope and develop new Good Growth Fund focussed specifically on the needs of young people</p>
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<p>Risks</p> <ul style="list-style-type: none"> • Kickstart funding not approved • Council cuts reducing capacity to offer ILM and council-based work experience • Anchor institutions/major employers hesitant to offer paid work in current recession/covid economy • Internal resourcing – suggested deliverables until summer 2021 require significant scoping/planning • Missing data on young people – need a baseline before developing projects and monitoring strategies • Some vulnerable young people at risk of not completing workforce placements if not supported with aspects such as communication with employer, professional conduct, time management – dedicated support needs to be in place for duration of placement and beyond • Young people choosing not to take up pathways if pay can't match Universal Credit – wages/salaries need to be attractive 	<p>External Factors/Influencers</p> <ul style="list-style-type: none"> • Government funding criteria/demand (Kickstart) • Growing numbers of 16-25s in council care, including unaccompanied asylum seekers
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INDICATIVE 24 MONTH PLANS

Black text = recovery projects (with committed resource) Grey text = reorientation projects (in need of resource)

<p>October to December 2020</p> <p>Core Objective: Improve communications and launch flagship projects</p> <ul style="list-style-type: none"> • YEF: Consult with young people to determine outcomes for YEF; carry out need assessment to work out where to focus YEF; develop monitoring/measuring strategy; 	<p>January to March 2021</p> <p>Core Objective: Early delivery and creation of momentum</p> <ul style="list-style-type: none"> • Launch Royal docks Internship programme • With colleagues on Pillar 6 (greening the economy), work with HE/FE institutions to develop green tech courses 	<p>April to June 2021</p> <p>Core Objective: Adaptation and scaling of activities</p> <ul style="list-style-type: none"> • Monitor and refine Youth Befriending Service and Your Time programmes • Work with YES to select Year 1 cohort
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<p>develop comms/promotion strategy; launch YEF (Nov 2020)</p> <ul style="list-style-type: none"> • Liaise with local businesses/key employers to secure opportunities for the 'internships' pathway • Review and refine digital youth map • Work with colleagues on Pillar 1 to develop outcomes framework/measures of success (via learning partner) • Scope 'pathways' programme e.g. placement descriptions, hours, pay, placement lengths, application/selection process, mentor/liaison selection; review feasibility of ILM scheme; develop comms/promotion strategy • Apply for Kickstart funding • Publicise call-out for local mentors; develop 'mentor pack' with info about commitment and expectations, in partnership with young people; develop vetting process • Work with VCS to develop digital offer and outreach throughout recovery • Review digital poverty and develop strategy to increase digital access 	<ul style="list-style-type: none"> • Launch Stratford Youth Zone • Launch of specific statement of intent to support young people in the Royal Docks • With colleagues on Pillar 4, provide training for frontline staff to identify and signpost CYP at risk of mental health issues • Source free workspace (e.g. through existing external partners, local SMEs/charities, major employers) for the 'business support' pathway • Source volunteering opportunities with third-sector organisations • Pair mentors with young people 	<ul style="list-style-type: none"> • Develop post-placement strategy to help move cohorts into secure, well-paid roles • With colleagues on Pillar 4: <ul style="list-style-type: none"> • Monitor and refine Youth Health Champions programme • Monitor and refine Young Commissioners Programme • Develop and deliver healthy eating/nutrition outreach programme
<p>July to September 2021</p> <ul style="list-style-type: none"> • Provide each Year 1 participant with a mentor/liaison and place into their chosen pathway • With colleagues on Pillar 4, ahead of new school year, provide refresher training for frontline staff to identify and signpost CYP at risk of mental health issues; review in-school 	<p>October to December 2021</p> <ul style="list-style-type: none"> • Review outcomes and feedback from YEF; promote success stories; adjust offer for Year 2 if needed • Reflect upon success of Stratford Youth Zone and ability to deliver other facilities in the borough 	<p>January to March 2022</p> <ul style="list-style-type: none"> • Review outcomes and feedback from pathways/Kickstart programme Year 1 cohort; adjust pathways programme for Year 2 if needed • If needed, continue liaising with local businesses/key employers to secure internships, workspace, mentors for Year 2 cohort

<p>mental health support offer and refine for following school year if needed</p> <ul style="list-style-type: none"> With colleagues on Pillar 8, consider launch of a youth focussed Good Growth Fund 		
<p>April to June 2022</p> <ul style="list-style-type: none"> Work with YES to select Year 2 cohort Follow up with Year 1 cohort to track progression into secure work; promote success stories Monitor and refine Youth Befriending Service and Your Time programmes With colleagues on Pillar 4, review healthy eating/nutrition outcomes from first year, refine offer for second year 	<p>July to September 2022</p> <ul style="list-style-type: none"> Provide each Year 2 participant with a mentor/liaison and place into their chosen pathway With colleagues on Pillar 4, ahead of new school year, provide refresher training for frontline staff to identify and signpost CYP at risk of mental health issues; review in-school mental health support offer and refine for following school year if needed 	

CROSS PILLAR LINKS

Other Recovery Plan Pillars	Links to Pillar 2
<p>Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents</p>	<ul style="list-style-type: none"> Commitment to measure and reflect upon the economic experience of under 25s in Newham Potential opportunity to engage young people as citizen scientists New outcomes framework/measurements of success for young people engaging with council programmes
<p>Pillar 2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing</p>	
<p>Pillar 3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy</p>	<ul style="list-style-type: none"> New Workplace acts as the central point of contact and coordinator of activity Free space for young people with business ideas helps expose them to customers and mentoring

	<ul style="list-style-type: none"> • Potential new ILM and cooperative models provide options for Newham young people
Pillar 4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	<ul style="list-style-type: none"> • CYP supported with mental and physical health needs • Youth Health Champions programme
Pillar 5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	<ul style="list-style-type: none"> • Use of council assets in town centres to provide safe spaces for young people as well as specific provision for young people looking to start a business
Pillar 6: We will become London's greenest local economy	<ul style="list-style-type: none"> • Routes to training and employment in green economy
Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham	<ul style="list-style-type: none"> • CYP living in safe, secure homes
Pillar 8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	<ul style="list-style-type: none"> • Developers provide space for youth enterprise • Business pledges commit to opportunities for young people
Addressing racial inequality and disproportionality within the borough	<ul style="list-style-type: none"> • Through Newham Workpsace, there will be enhanced outreach to young people from all ethnic groups • Safe spaces in town centres will be delivered in a culturally appropriate way for those communities who live locally

PILLAR 3

The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy.

Officer Lead: Dave Hughes	
Other Responsible Officers: Derek Barrett Asif Sadeeq Margaret Almond	External Partners: <ul style="list-style-type: none"> • Job Centre Plus • Citizens Advice Bureau • Trades Union Congress • Local employers
Statement of Change: We will develop a consolidated service to ensure that all residents can access the support they need to cope in recession and thrive in our new economy. We will capitalise upon the structures we have developed to deliver Newham Workplace to directly meet the needs of residents. This will be about more than just matching residents to jobs, recognising the range of issues which impact upon members of our communities in a recession. Alongside this our Employment Rights Hub will strive to ensure that non-one in Newham experiences poor working conditions	Outcomes: <ul style="list-style-type: none"> • Greater economic resilience amongst residents • Decrease in residents reporting financial hardship • Increase in life satisfaction • Increased in local participation (community and civil society) • Increased points of access and visibility of services • Increase In local employment (against reference case) • Improvement in resident skills • Increase in number of Newham workers earning London Living Wage or above • Increase in the number of Newham workers organising to achieving better outcomes
How this supports Newham Residents: Residents should have improved access to a more visible, broader service which better reflects their day to day economic circumstances. The council will be a consistent partner, adapting to their needs and helping them deal with the complex challenges which prevent participation and wellbeing. When they are in work, the council will support them to ensure work is an enjoyable and rewarding experience.	
Recovery Objective: Respond to a changing economy, helping residents to improve their circumstances even if that does not include moving into employment.	Reorientation Objective: Deliver a single clear point of access for all residents to respond to challenges associated with their economic circumstances. Use this as the main route for LBN to influence and empower a more human-focussed economy.

<p>RECOVERY PROJECTS <i>Existing projects with committed funding/resourcing:</i></p> <ul style="list-style-type: none"> • Reprofile the Workplace service, providing a new brand look and feel • Extract and scale non-employment outcomes • Broaden the offer accommodating Money Works and other relevant elements of council delivery • Refocus on the needs of key residents through better evidence • Support staff with insights as to the conditions created by the recession • Accommodate elements of the direct offer to young people within Pillar 2 • Relaunch combined Workplace and Money Works with clear marketing and communications • Accommodate new skills/apprenticeship offer • 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 • Royal Docks paid internship pilot (linking to Pillar 2) • Establish the Employment Rights Hub, with significant promotion of the service with ongoing engagement • Recruit Employment Rights Officers • Campaigning on Modern Slavery • Adopt London Living Wage policy across the council and its supply chain • Review council approaches to contracting, requiring commitment to fair pay and working conditions 	<p>REORIENTATION PROJECTS <i>New projects or ideas in need of funding/resourcing:</i></p> <ul style="list-style-type: none"> • Provide additional resource to deal with initial impact of the end of the job retention scheme • Work with TUC and unions active in the borough to promote routes to organising for local employees • Raise awareness of unions amongst young people in the borough • Develop a local presence on borough high streets • Improve links to civil society and voluntary sector – providing delivery support and local contact/representation • Develop guidance for developers and business • Development of pilot cooperative modes to support potentially marginalised groups • Undertake research to understand the scale and nature of the borough's gig economy • Establish Healthy Workplace Accreditation • 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
<p>Risks:</p> <ul style="list-style-type: none"> • Traction of new name and brand of Workspace service • Ability to provide up to date information and adapt to changing situation 	<p>External Factors/Influencers:</p> <ul style="list-style-type: none"> • Nature of the recession • Potential changes to policy (e.g. Job Retention Scheme) • Changing demographic profile of the borough • London mayoral elections

<ul style="list-style-type: none"> • Severity of the potential recession and the ability to resource an appropriate response • Strength of relationship with civil society partners • Ability to communicate with a diverse population • Buy in of employers • Knowledge and trust of employment rights hub • Lack of awareness, especially among young people, of unions and organising options 	<ul style="list-style-type: none"> • Change in societal norms and trends
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INDICATIVE 24 MONTH PLANS

Black text = recovery projects (with committed resource) Grey text = reorientation projects (in need of resource)

October to December 2020	January to March 2021	April to June 2021
<p>Core Objective – Relaunch and focus on immediate recession</p> <ul style="list-style-type: none"> • Enhance communication of service offer ahead of end of Job Retention Scheme (31st October) • Agree KPIs for new for new Workplace Programme • Develop and commence implementation of immediate recession planning – information and guidance • Assimilate JCP secondees • Establish stronger links to labour market evidence • Participate in Pillar 2 and Pillar 6 employment/internship pilots • Soft launch of new brand 	<p>Core Objective – Building the longer-term service offer</p> <ul style="list-style-type: none"> • Rebrand and relaunch Workplace Agree longer-term outcomes • Complete new job descriptions and staff training • Additional communication of the offer demonstrating clear success stories (previous case studies) • Establish links to enterprise offer • Establish arrangements for delivery of new skills and apprenticeship offer • Significant programme of promotion for Employment Rights Hub • First survey of service users on health, happiness and wellbeing 	<p>Core Objective – Building the longer-term service offer</p> <ul style="list-style-type: none"> • 6-month progress review – first reporting of broader outcomes • Complete deployment of new teams • Review civil society and community partners (delivery and outcome) • Develop plan for participatory referral (volunteering) • With colleagues/stakeholders on Pillar 4: <ul style="list-style-type: none"> • establish Healthy Workplace criteria • review council's own practices to ensure alignment • publicise programme throughout workplaces and locally active unions

<ul style="list-style-type: none"> Develop clear narrative to Democracy Commission Recruit Employment Rights Officers Engage with TUC and establish arrangements for ongoing collaboration 		
<p>July to September 2021</p> <ul style="list-style-type: none"> Achieve London Living Wage Across the Council Support the launch of first under 25 cohort (Pillar 2) 	<p>October to December 2021</p> <ul style="list-style-type: none"> Second survey of service users on health, happiness and wellbeing 	<p>January to March 2022</p> <ul style="list-style-type: none"> First year evaluation of new Workplace
<p>April to June 2022</p> <p>Core Objective: TBD by December 21</p> <ul style="list-style-type: none"> First year review of Employment Rights Hub 	<p>July to September 2022</p> <p>Core Objective: TBD by April 22</p> <ul style="list-style-type: none"> Support the launch of second under-25 cohort (Pillar 2) 	

CROSS PILLAR LINKS

Other Recovery Plan Pillars	Links to Pillar 3
Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents	<ul style="list-style-type: none"> New measures of success will influence KPIs for the new offer Opportunity to regularly survey service users on health, happiness and wellbeing Service offer will adapt to reflect a focus upon wellbeing
Pillar 2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	<ul style="list-style-type: none"> Service will take responsibility for information and diagnostic for young people New ILM and enterprise offer will be channelled through new service

	<ul style="list-style-type: none"> • More specific focus (in delivery and measures of success) upon 16-25 age group
Pillar 3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	
Pillar 4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	<ul style="list-style-type: none"> • Clearer links developed between Public Health and new service • Better tracking of health barriers to economic participation • Referral through to social prescription activity
Pillar 5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	<ul style="list-style-type: none"> • Increased visibility of new service on the high street
Pillar 6: We will We will become London's greenest local economy	<ul style="list-style-type: none"> • Potential routes to training in green economy through retraining and intermediate labour markets
Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham	<ul style="list-style-type: none"> • Establish closer links with housing provision, providing a more holistic offer of shelter and support linked to economic, physical and mental wellbeing
Pillar 8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	<ul style="list-style-type: none"> • Business pledges commit to opportunities for residents • New Good Growth projects to provide links between residents and the Royal Docks
Addressing racial inequality and disproportionality within the borough	<ul style="list-style-type: none"> • Pillar 3 will directly monitor itself against its ability to access and support residents from diverse ethnic groups. This is reflected in revised KPIs

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

<p>Officer Lead: Colin Ansell</p>	
<p>Other Responsible Officers: Jason Strelitz Tony Jobling Tiffany Adonis-French Gary Hamilton</p>	<p>External Partners: Newham CCG & East London Health Care Partnership (STP) East London NHS Foundation Trust Barts Health</p>
<p>Statement of Change: Ensure residents are healthy enough to thrive, even in times of recession, and that when care and support services are required that residents receive a seamless, person centred approach to their care with good quality services ensuring that they are happy and safe.</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> • Residents' participation in families, communities and economy less limited by poor health • Wider access to resources for physical activity, healthy eating, and socialising • Connected communities able to support one another with basic wellbeing needs • Care and support services are person centred and that navigation within the health and care sector is as seamless as possible • Improved early access to mental health services
<p>How this supports Newham residents: Moving towards social prescribing and community-based care will help residents address psychological and physical health implications associated with covid-19 and recession. At the same time, treating the roots of health inequalities, which are especially prevalent among BAME residents, will reduce health-based barriers to people participating in family life, community projects, and the economy. Improving the quality of services delivered to those most vulnerable residents will ensure that we tackle health inequalities, ensure people are safe and address long standing issues for residents for the services that they receive.</p>	
<p>Recovery Objective: - Continue to work with the wide-range of partners across the health and social care system to ensure health and social care services remain resilient, responsive and person-centred through the coming challenging winter period and 2nd wave. Address physical and psychological issues associated with Covid-19 and persistent long-</p>	<p>Reorientation Objective: Develop new models of health and care provision which give residents opportunities to play a more active role in health prevention and supporting health outcomes within their wider community</p>

<p>term issues identified within the local community by implementing 50 Steps to a Healthier Borough</p>	
<p>RECOVERY PROJECTS Existing projects with committed funding/resourcing:</p> <p>50 Steps to a Healthier Borough, with priority delivery areas being:</p> <ul style="list-style-type: none"> • Support residents of all ages to navigate the mental and physical health complexities around covid-19 – as well as safeguarding implications in multi-generational homes • Reduce health inequalities among BAME populations • Firmly establish Well Newham to address wider social, economic, and environmental determinants of health and deliver social prescribing • Improve wellbeing through access to affordable healthy food and opportunities for physical activity • It is anticipated that Newham residents will be engaged and encouraged to co-deliver the 50 steps where possible. <p>Linked to 50 Steps and social prescribing a new approach and offer for care services which puts in place a new approach to assessment that focuses the conversation with the service user to:</p> <ul style="list-style-type: none"> • build on abilities to manage their condition better • build on family, local community and voluntary support networks • explore short term things that can be done to reduce the need for ongoing care. • revising our current pathways, team structures and interface between the NHS and the VCS to maximise the learning from COVID 19 and review ways of working to ensure best practice is followed • revising our approach to preventative services and enablement • involving service users as part of co-producing new services. 	<p>REORIENTATION PROJECTS New projects or ideas in need of funding/resourcing:</p> <p>Changemakers Grants for grassroots organisations to help deliver 50 steps</p> <p>Newham Young Health Champions (50 Steps #8, link to Pillar 2)</p> <p>London Healthy Workplace awards/accreditation (50 Steps # 15, link to Pillar 3)</p> <p>Healthy Catering Commitment with public sector-controlled sites (50 Steps #25)</p> <p>Sustainable Food City (50 Steps #26) Link to Engine Rooms project in Royal Docks, using council assets in North Woolwich and Beckon for food growing schemes</p> <p>Well Newham social prescribing</p> <p>Parks & public realm improvements (links to Pillar 5) to create safe and well-equipped spaces for physical activity e.g. outdoor gyms, protected cycle lanes, water-based activities on the Lea and Docks</p> <p>Sustainable travel plans with council, major employers, and schools to encourage active travel to work and improve air quality (50 Steps #30, links to Pillar 6)</p> <p>Develop a new model of integrated care for mental health, as part of the transformation of community mental health services across East London, which will improve access to mental health support, by providing care closer to home via multi-disciplinary teams.</p>

<p>Support 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.</p> <p>Health and Social Care Space partnership between LB Newham and the NHS to create primary care hubs</p> <p>CYP Internal Working Group initiatives on young people's mental and physical health (detailed in Pillar 2)</p>	<p>New models of care and support ensuring that principles of London Living Wage are embedded</p>
<p>Risks:</p> <ul style="list-style-type: none"> • Central government reorganisation of NHS England causing uncertainty and stretched resources for NHS partners • Lack of funding available for large-scale infrastructure like leisure centres and cycle lanes • Travel plans low priority for employers unless accompanied by incentives • Siloed working or under-resourced teams unable to join up for 50 Steps items requiring cross-departmental working 	<p>External Factors/Influencers:</p> <ul style="list-style-type: none"> • Ageing population adding pressure to services • Furlough and job losses associated with covid/recession putting more residents at risk of isolation and deprivation, and the associated mental/physical health issues

INDICATIVE 24 MONTH PLANS

<p>October to December 2020</p> <p>Core Objective: Socialise new strategy and build foundations</p> <ul style="list-style-type: none"> • Develop Sustainable Food City Strategy, connecting with Engine Rooms project existing plans for food growing hubs; undertake feasibility/funding review for food hubs in Beckton and North Woolwich • Publish and promote 50 steps as a public-facing document • Agree intentions for new Rough Sleeping services • 	<p>January to March 2021</p> <ul style="list-style-type: none"> • Core Objectives: Test new ways of working, plan physical improvements • Develop Well Newham social prescribing and strategy for embedding as part of a new care and support pathway • Identify locations and develop investment plan for LBN/NHS primary care hubs • Work with relevant partners to establish framework, funding source, comms plan, monitoring etc for Changemakers Grant; identify or do call out for grassroots/third sector organisations to take up grants • Open first health and care centre (Pontoon Dock) 	<p>April to June 2021</p> <p>Core Objectives: Embed local projects and citizen engagement in health</p> <ul style="list-style-type: none"> • Roll out social prescribing • Select Changemakers Grant recipients and publicly launch project • With colleagues/stakeholders on Pillar 3: <ul style="list-style-type: none"> • establish Healthy Workplace criteria • review council's own practices to ensure alignment • publicise programme throughout workplaces and locally active unions • With colleagues/stakeholders on Pillar 2: <ul style="list-style-type: none"> • Monitor and refine Youth Health Champions programme • Develop and deliver healthy eating/nutrition outreach programme
<p>July to September 2021</p> <ul style="list-style-type: none"> • With colleagues on Pillar 6, undertake sustainable travel planning with key businesses/schools (schools to be done in July/Aug ahead of new school year) • With colleagues on Pillar 2, new school year, provide refresher training for frontline staff to identify and signpost CYP at risk of mental health issues; review in-school mental health support offer and refine for following school year if needed 	<p>October to December 2021</p> <ul style="list-style-type: none"> • Review funding options for outdoor gym equipment and identify suitable locations (i.e. well-lit, overlooked parks) • Review Help Newham offer with decisions made about long term sustainment • Asset based approach training for entire social care workforce 	<p>January to March 2022</p> <ul style="list-style-type: none"> • Work with public sector partners to review catering contracts and options to establish healthier, and where possible locally-sourced, menus • Launch accommodation resource and pathway for Rough Sleepers

<ul style="list-style-type: none"> Finalise new strategy for health and care pathways 		
<p>April to June 2022</p> <ul style="list-style-type: none"> Monitor impact of first year of social prescribing With colleagues on Pillar 2, review healthy eating/nutrition outcomes from first year, refine offer for second year 	<p>July to September 2022</p> <ul style="list-style-type: none"> Monitor impact of first year of Changemakers Grant; publicise success stories With colleagues on Pillar 6, monitor impact of first year of sustainable travel plans With colleagues on Pillar 2, new school year, provide refresher training for frontline staff to identify and signpost CYP at risk of mental health issues; review in-school mental health support offer and refine for following school year if needed 	

CROSS PILLAR LINKS

Other Recovery Plan Pillars	Links to Pillar 4
Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents	<ul style="list-style-type: none"> Commitment to measure and reflect upon the happiness and wellbeing of residents, especially vulnerable groups in receipt of care services
Pillar 2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	<ul style="list-style-type: none"> Make physical activity and quality food affordable and accessible to young people through funding programmes and school catering contracts Review transition pathways as Children and their families progress from Children services to Adult services

<p>Pillar 3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy</p>	<ul style="list-style-type: none"> • Develop community-based care programmes and social prescribing
<p>Pillar 4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy</p>	
<p>Pillar 5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials</p>	<ul style="list-style-type: none"> • Development of new health and care estate based on Primary Care Networks, mobilising joint teams from across the NHS, VCS and Local Authority. • Improve public realm to enable socially-distanced physical activity • Make use of green and blue space to improve mental and physical health
<p>Pillar 6: We will become London’s greenest local economy</p>	<ul style="list-style-type: none"> • Improvements to air quality through more active travel leading to improved physical health • Local food growing providing opportunities for volunteering/work experience and access to affordable fresh food
<p>Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham</p>	<ul style="list-style-type: none"> • New development provides flexible homes which suit a range of family structures (e.g. multi-generational) and offer access to outdoor space/green space • Existing homes are warm, dry, and energy-efficient • Accommodation and support for vulnerable groups including Rough Sleeping
<p>Pillar 8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham</p>	<ul style="list-style-type: none"> • Developers provide space for physical activity, community space for social activities, and/or health hubs for GP practices • Continue to work with providers on new models of care provision embedding London Living wage payments as standard
<p>Addressing racial inequality and disproportionality within the borough</p>	<ul style="list-style-type: none"> • Enabling communities to play a fuller role in tackling health challenges will support smarter responses to local health issues • Local health hubs will enable more effective cross pollination between services within this plan

PILLAR 5

The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials.

<p>Officer Lead: Dave Hughes</p>	
<p>Other Responsible Officers: Nicola Elcock, Chris Horton, Margaret Almond Derek Barratt Murray Woodburn</p>	<p>External Partners:</p> <ul style="list-style-type: none"> • MHCLG, GLA and TfL • Royal Docks Team and LLDC • BIDs • Populo, developers, Housing Associations • VCSOs • Business Associations • Residents groups • Health Partners
<p>Statement of Change: We will prioritise the evolution of accessible and inclusive high streets across our Borough. These hubs will continue to thrive as the beating heart of wider neighbourhoods where residents can experience a full and enriching life with friends, family, connections, experience and opportunity.</p> <p>To do so, we will focus on supporting our high streets to evolve as more diverse, resilient and community focused hubs of activity, where residents can access essential services and facilities, work and test business ideas, and engage in culture, socialise and have fun. Our high streets will act as local focal point for all of our communities, provide a platform for engagement in community wealth building, and provide opportunities for the development of personal economic outcomes.</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> • All Newham residents have close and easy access to the day to day services and amenities they need • Newham's local centres are accessible, healthy and attractive environments which encourage active forms of moving around. • People feel safe and welcome to continue to use their local town centres as they always have done • Businesses have access to the support and information they need to adapt and evolve in a changing world • Newham's high streets and town centres are home to a diverse network of spaces where residents can come together to work, test new business ideas, engage in culture, or socialise • Newham residents from all backgrounds and cultures feel a sense of belonging and ownership to their local centres.
<p>How this supports Newham residents: As the places where we spend most of our time, the quality and accessibility of our high streets and our homes are crucial to our happiness and health.</p>	

Newham's high streets are already mirroring of our local communities, reflecting the local economic and demographic profile via the amenities and services they provide, their community facilities and their social networks. They are significant and growing place of employment and provide crucial social infrastructure and services.

The fundamental role they play in providing the social connections, goods and services to support residents' essential needs, has been emphasised by the pandemic. Ensuring that they continue to act as the physical embodiment of their communities is therefore an integral part of the recovery process.

At the same time, supporting their evolution from centres of commerce and transaction to more effective centres of community, civic and cultural activity (and participation) will enhance their long-term resilience and relevance and help to evolve stronger, more engaged and more participative communities.

Recovery Objective: Continuing to ensure that Newham's high streets and town centres have the practical support that they need to reopen safely and successfully, and that they are resilient to potential future phases of lockdown and restriction.

Reorientation Objective: Helping Newham's high streets adapt to a post pandemic world, supporting their diversification to embrace new opportunities and demand, while continuing to ensure that they reflect and embody the needs of their local communities.

RECOVERY PROJECTS

Projects with committed funding/resourcing (or projects which could be achieved within existing resource):

- Continue to work collaboratively across the council to deliver the High Streets Reopening Programme, remaining responsive and agile to potential future fluctuations in lockdown regulations
- Progress delivery of the Green Street Good Growth Fund programme (working with the GLA to scope opportunities for additional funding)
- Continue delivery of the Shape Newham project, actively delivering public space and arts enhancements across 8 town centres in partnership with the community
- Progress with delivery of the Active Spaces Pilot in Stratford
- 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

REORIENTATION PROJECTS

New projects or ideas in need of funding/resourcing:

- Progress with high Streets Strategy Phase 2, refining the approach to build in key messages from Phase 1
- As part of the above, work to establish a clear definition of what 'High Streets for All' (a focus for the GLA's pan-London Recovery approach, and which draws on the 15 Minute Neighbourhood concept), means within the Newham context.
- In tandem with the above, work with planning officers to explore the potential impacts arising from recent and proposed changes to planning rules (e.g. use classes, permitted development and wider deregulation) on high streets
- Collaborative work between the Town Centres and Area Regen and Inclusive Economy teams to explore the need for ongoing business support across the Borough's high streets
- The funding and resource requirements resulting from the High Street Strategy and Masterplan work will be significant and a

<p>centres in two phases, and to co-design aspirations for future action.</p> <ul style="list-style-type: none"> • As a critical first step in delivering the Strategy, continue to develop a clear evidence base and Action Plan for each of the Borough's high streets and town centres, comprising 1). evidence on social and economic infrastructure, and 2). community inputs on local needs and opportunities • 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 • Completion of scoping work on the future economic evolution of Beckton and North Woolwich, placing focus on the role of local high streets and town centre within this • Continued joint-working with the NHS and health partners through the 50-steps strategy to ensure that our local neighbourhoods are designed and developed with health outcomes at their heart, and that promote an active and social lifestyle for all of our residents, and to deliver our ambitions to create a healthier food environment in Newham • Ensuring alignment of wider area master planning and regeneration work across the Borough (e.g. such as master planning work in Custom House and Carpenters, delivery work in LLDC and Royal Docks, development capacity work in Green Street, and movement and open space projects such as Leaway) with the objectives of Pillar 5, considering how wider activity can support the long term vitality and wellbeing of local high streets and neighbourhoods. • Initial research to enhance the supply of flexible and affordable workspace across Newham's high streets. 	<p>detailed resourcing plan is therefore required to support Pillar 5 delivery. This will need to consider both conventional and more innovative models and approaches.</p> <ul style="list-style-type: none"> • Internal governance: the need for a cross officer working group / board to align high streets, regen, inclusive economy, and planning work across the Borough. • Officer capacity: the need for additional / new officer resource to enable delivery of capital project and the development of those projects, and to provide capacity for wider strategy focused activities (e.g. external partnerships, resource planning and bid writing). This should explore where existing officer capacity across different teams can support high street delivery activity (e.g. business, employment and skills support activities) • Funding and resources: it should explore different options through which capital projects could be funded: including core council resource, funding from key strategic partners such as GLA and TfL, and funding from local partners and institutions. It should also consider more innovative / new options: such as use and sale of council assets to provide resource to reinvest CIL, future HIF, Business Rates, and capital receipts from development. It should also consider opportunities to capture private sector • Scope and potentially pilot Community Improvement District initiatives as proposed in the recent Kruger Report¹. • Participative Places: local and targeted activities to encourage participation and strengthening of social and community networks across the Borough's high streets. • Active Spaces (focus on flexible and affordable workspace) activities to establish a network of spaces ('engine rooms') across the Borough's high streets where people from all background can come together to work, socialise, receive support and test new ideas. • Accessible Streets: targeted improvements to street scene, environment and infrastructure to make them more accessible
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¹ <https://www.dannykruger.org.uk/sites/www.dannykruger.org.uk/files/2020-09/Kruger%202.0%20Levelling%20Up%20Our%20Communities.pdf>

	<p>and welcoming to people from all backgrounds, and with a focus on active modes of moving around. This should focus both on the immediate high street environments, alongside wider neighbourhood links and connections (e.g. projects such as Leaway).</p>
<p>Risks:</p> <ul style="list-style-type: none"> • Further periods of lockdown – impact on high street reopening and progress on delivering projects • Further changes in Covid-19 regulations for businesses – additional costs and uncertainty • Planning reform – potential for unregulated change of use and loss of space • Potential for rapid increase in unemployment once furlough scheme ends – impact on resident prosperity, disposable income and local spend • Increase in unemployment leading to increased risk of evictions and homelessness • Newham's highly diverse communities – mapping and understanding different needs • Newham cannot allocate the resources sufficient to realise the outputs in Existing /Adaptation Actions • New use class order and permitted development rights erode planning's ability to curate high streets. 	<p>External Factors/Influencers:</p> <ul style="list-style-type: none"> • Funding and investment from external partners - central government, GLA, TfL and private business • Vitality of residential and commercial property markets – landlord behaviour, and developer and investor activity • Macro-economic factors impacting on resident prosperity and disposable income (and hence local spend) • Decision making of business owners – both national multiples and local enterprises • Capacity and resource of voluntary and community sector • Legislation changes – e.g. planning reform (permitted development and use class change), environmental standards • Consumer behaviour – impacting on demand for services and amenities.

INDICATIVE 24 MONTH PLANS

This section provides the detail on the rolling action plan. It is planned on a quarterly basis providing areas for action which can be used to provide deliverables in each period. Text in black relates to 'Recovery' actions which are underway or committed; text in grey relates to more aspirational Reorientation actions which are yet to be resourced.

October 20 – December 20	January 21 – March 21	April 21 – June 21
<p>Core Objective – Continuing to support reopening and defining future strategy</p> <ul style="list-style-type: none"> • Ongoing High Street Reopening work, transitioning to 'business as usual' • Continued work to develop overarching High Streets Strategy (with town centres broken down into two phases and a consistent 'evaluate, co-design, pilot' cycle for each) • As part of the above, scoping of high street wellbeing 'success' measures, aligning with work under Pillar 1 • Internal work across Town Centre and Area Regeneration Team (and drawing in input from Inclusive Economy where necessary) to develop a clear resourcing plan to guide high street and town centres work: identifying governance structures, additional council resource requirements (without which most of the actions identified can't be realised), and any opportunities to lever external resource (i.e. where local partners can support or take ownership of specific areas of delivery). • High Streets Strategy – Citizen Lab consultation on first phase of town centres (Forest Gate, Green Street, Manor Park and Little Ilford) • Procurement of design work for Green Street Good Growth Fund (GGF) Project • High Streets Strategy – definition of second phase town centres 	<p>Core Objective – developing delivery architecture</p> <ul style="list-style-type: none"> • High Streets Strategy – finalisation and sign off, and development of Action Plans for first phase of town centres (through to April '21) • Ongoing Stratford Masterplan engagement work • Ongoing implementation of Stratford Active Spaces project • Design work for Green Street GGF Project • Early actions arising from the resource plan developed in the previous quarter. This is likely to include (but not be limited to) an immediate requirement for the recruitment of Regeneration Officer to lead delivery activities relating to Phase One of the High Streets Strategy • Drawing on the findings of the PRD / REDO workspace research, development of a delivery and resourcing plan to support high street workspace / Active Spaces delivery. This would link in with wider High Street strategy work and would identify an initial phase of council assets, along with resources, timelines and future expansion (covering non-public sector assets). 	<p>Core Objective – preparing for the first phase of delivery</p> <ul style="list-style-type: none"> • High Street Strategy – identification of pilots and interventions for first phase delivery plans for town centres • Completion and launch of Stratford Masterplan and SPD – and development of forward programme for Stratford • Ongoing implementation of Stratford Active Spaces project – midyear progress stock takes and early forward planning • Design work for Green Street GGF Project • Co-design phase of Queens Market capacity and viability study • Planning for initial phase of High Street Active Space projects.

<ul style="list-style-type: none"> • Ongoing Stratford Masterplan engagement work • Finalisation of Beckton and North Woolwich 'Engine Rooms' Strategy scoping • Assessment and confirmation of Stratford Active Spaces bids • Feasibility research into workspace provision across Newham's high streets (focusing initially on council owned spaces, and exploring extension of the Active Spaces Model) • Ongoing discussions and planning with transport colleagues regarding road closures and pavement widening (with an eye both on the short and longer term) – to be fused into High Street Action Planning in future quarters 		
<p>July 21 – September 21</p> <p>Core Objective: initial phase of delivery activity to support high street reorientation</p> <ul style="list-style-type: none"> • High Street Strategy – development and early delivery of pilots and interventions for first phase of town centres • High Street Strategy - procure research to set basis for second phase of town centres • Ongoing implementation of Stratford Active Spaces project • Co-design phase of Queens Market capacity and viability study • Design work for Green Street GGF Project • Delivery of initial phase of High Street workspace / Active Space projects. 	<p>October 21 – December 21</p> <p>Core Objective: one year on review and refresh</p> <ul style="list-style-type: none"> • Action Plan Evaluation / Progress Review (annual) • High Street Resource Plan – year one refresh (annual) • Commissioning for delivery work for Green Street GGF Project • Co-design phase of Queens Market capacity and viability study • High Street Strategy – ongoing delivery of pilots and interventions for first phase of town centres • High Streets Strategy - CitizenLab consultation on second phase of town centres 	<p>January 22 – March 22</p> <p>Core Objective: rolling out high street reorientation activities across the Borough</p> <ul style="list-style-type: none"> • Delivery work for Green Street GGF Project • Co-design phase of Queens Market capacity and viability study • High Street Strategy – ongoing delivery of pilots and interventions for first phase of town centres • High Streets Strategy -development of Action Plans for second phase of town centres • Ongoing delivery of initial phase of High Street Active Space projects.

	<ul style="list-style-type: none"> • End of funding term evaluation of Stratford Active Spaces project – and forward plan • Ongoing delivery of initial phase of High Street workspace / Active Space projects. 	
<p>April 22 – June 22</p> <p>Core Objective: rolling out high street reorientation activities across the Borough</p> <ul style="list-style-type: none"> • Delivery work for Green Street GGF Project • High Street Strategy – ongoing delivery of pilots and interventions for first phase of town centres • High Street Strategy - identification of pilots and interventions for second phase of town centres • Ongoing delivery of initial phase of High Street workspace / Active Space projects. 	<p>July 22 – September 22</p> <p>Core Objective: rolling out high street reorientation activities across the Borough</p> <ul style="list-style-type: none"> • Delivery work for Green Street GGF Project • High Street Strategy – ongoing delivery of pilots and interventions for first phase of town centres • High Street Strategy - development and early delivery of pilots and interventions for second phase of town centres • Ongoing delivery of initial phase of High Street Active Space projects. • High Street workspace / Active Spaces – one-year review and forward plan 	

CROSS PILLAR LINKS

Other Recovery Plan Pillars	Links to Pillar 5
Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents	<ul style="list-style-type: none"> High streets and homes dominate the day to day lives and experiences of residents and hence will be influential in determining levels of happiness, prosperity and health
Pillar 2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	<ul style="list-style-type: none"> Social, employment and community spaces on high streets are key hubs of activity where young people come together and can be engaged and supported
Pillar 3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	<ul style="list-style-type: none"> High streets offer perhaps the densest concentration of opportunities to engage residents, provide support, and create pathways into training, work or enterprise
Pillar 4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	<ul style="list-style-type: none"> Better understanding of health barriers across Newham's communities and how these impact on economic participation
Pillar 5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	
Pillar 6: We will become London's greenest local economy	<ul style="list-style-type: none"> Supporting high street businesses to adapt and become more environmentally responsible Encouraging green enterprise and innovation on high streets and in places of work Promoting active modes of travel across Newham's neighbourhoods Embedding higher environmental standards within Newham's homes.
Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham	<ul style="list-style-type: none"> Encouraging Newham's high street businesses to commit to responsible employment practices and approaches
Pillar 8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	<ul style="list-style-type: none"> High streets are a focal point for an investment into the Borough – from businesses, developers and investors.

Addressing racial inequality and disproportionality within the borough

- Protect the cultural specificity of the borough's town centres and high streets
- Ensure that safe spaces and enterprise spaces delivered in council owned spaces are co-produced with the diverse communities who will use them

PILLAR 6

We will become London's greenest economy.

Officer Lead: Dave Hughes & Jamie Blake	
Other Responsible Officers: Margaret Almond Helen Masterson Matt Davies (Royal Docks)	External Partners: UEL and other HE/FE institutions Royal Docks Team
Statement of Change: We will quicken the greening of the borough and support its evolution to become London's most prominent low carbon economy.	Outcomes: <ul style="list-style-type: none"> Residents, especially young people, able to work or start businesses in green tech/industry LB Newham positioned as a leading London borough for green and circular economy, both as an incubator for green business and through the council's own operations Greater awareness among businesses and residents of the need to address climate and ecological emergency, and practical options to achieve this
Recovery Objective: Support residents to retrain and develop skills for the green economy. Develop new pilot projects and an Innovation Challenge Fund to support new approaches to Newham's climate and sustainability challenges.	Reorientation Objective: Lead by example, supporting development of greener homes and sustainability in council supply chains, as well as developing new models of business and financial support for a greener economy.
How this supports Newham residents: LB Newham has declared a climate emergency and needs to be proactive about changing behaviours and encouraging new ways of working, and has real opportunity to spark a city-leading transformation through upcoming development and council asset management. Upskilling residents to play a role in green industries—which Newham will foster through development at the Royal Docks—will prepare them for the emerging economy. Meanwhile, requiring stronger environmental action from local businesses, investors, and developers will help address issues associated with poor air quality and climate change.	
RECOVERY PROJECTS <i>Existing projects with committed funding/resourcing:</i>	REORIENTATION PROJECTS <i>New projects or ideas in need of funding/resourcing:</i> Deliver projects planned for the Royal Docks, including:

<p>Continue actions underway through the Climate Emergency Action Plan (CEAP):</p> <ul style="list-style-type: none"> • Promote the Royal Docks Enterprise Zone as an incubator for the green technology sector • Work with local training providers and the FE and HE 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, linking with Pillar 2 • Bid for Construction Academy status <p>Develop a Green Innovation accelerator in the Royal Docks by working with a speciality innovation supporter</p>	<ul style="list-style-type: none"> • Royal Docks Innovation Challenge Fund and Green Business Loan Fund (latter as per CEAP) • Pilot 'Engine Rooms' projects, which use LBN assets in Beckton and North Woolwich for circular economy activities and green tech-focused businesses/start-ups, focusing especially on opportunities for young people (linking with Pillar 2) • Related to above, explore potential for a circular economy hub in Newham, working with partners to undertake a feasibility study. A circular economy hub linked to development/construction at the Royal Docks (e.g. reclaiming construction waste) could set a precedent for other boroughs and cities. • n.b. Engine Rooms and circular economy require an additional Regeneration Manager – potentially requiring a business case for the role/projects <p>Embed green working across businesses in Newham, including the council:</p> <ul style="list-style-type: none"> • Develop and roll out green assessments and sustainable travel planning (links to Pillar 4) with major employers (as per CEAP) • Introduce electric vehicles to council fleet (as per CEAP) • Establish a green procurement plan • Use council purchasing power and assets positively • Raise expectations of supply chain and partners • Where possible, source council consumables and labour from local area <p>Support Pillars 2 (young people) and 3 (employment):</p> <ul style="list-style-type: none"> • Encourage young people to take green tech courses • If feasible, employ local labour and graduates of HE/FE green tech courses in relevant council greening programmes e.g. housing retrofit scheme, SUDS projects, circular economy
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	<p>Scope investment and delivery mechanisms for, and begin delivering where feasible, additional actions identified in the Climate Emergency Action Plan, e.g.:</p> <ul style="list-style-type: none"> • Greening parks and open spaces • Recycling & waste reduction • Retrofitting LBN residential, administrative and community and commercial properties • Rolling out EV charging <p>Other projects:</p> <ul style="list-style-type: none"> • Establish green credentials and legacy of the initial Good Growth Fund projects • Support the launch of the UEL Clean Tech Hub • Promote nationwide green initiatives at a local level • Promote central government Green Homes Grant to homeowners and landlords
<p>Risks</p> <ul style="list-style-type: none"> • Problems securing/delivering funding • Cuts within council may affect green/environment projects if they are seen as 'nice to have' rather than critical • Perception among business that greening initiatives will be costly to them, and not feasible (because of perceived costs, resources) at a time when Covid-19 is causing hardship • Disjoint caused by projects being owned by different teams (environment, regen, Royal Docks) • Lack of central government priority around green economy 	<p>External Factors/Influencers</p> <ul style="list-style-type: none"> • HE/FE business plans • Perception of the Royal Docks as Green Business location vs other places in London

INDICATIVE 24 MONTH PLANS

Black text = recovery projects (with committed resource) Grey text = reorientation projects (in need of resource)

<p>October to December 2020</p> <p>Core Objective: Refine and establish plan for foundation activities</p> <ul style="list-style-type: none"> Develop and begin delivering strategy to promote Royal Docks as green tech incubator, including circular economy around Beckton and North Woolwich Launch Construction Academy status Work with FE/HE (e.g. UEL) to develop green tech courses (e.g. SUDs, circular economy, retrofitting, clean energy) Promote central government Green Homes grant to homeowners and landlords 	<p>January to March 2021</p> <p>Core Objective: Commence trailblazer activity in the Royal Docks</p> <ul style="list-style-type: none"> Refine green assessment framework and develop incentives for businesses to undertake these; identify key businesses to receive pilot assessment and travel plans Develop framework/bid requirements for Local Innovation Fund and Green Business Loan Fund Check green credentials of initial Good Growth Fund projects Scope Green Innovation Accelerator 	<p>April to June 2021</p> <p>Core Objective: Link local people to the evolving green economy</p> <ul style="list-style-type: none"> Develop investment plan for adapting social housing stock (see CEAP); if possible, adaptation could use local labour/trainees/materials and link to FE/HE courses Promote FE/HE green tech courses to residents, particularly to cohorts identified through Pillar 2 Launch Local Innovation Fund and Green Business Fund
<p>July to September 2021</p> <ul style="list-style-type: none"> Roll out green assessments and travel plans with employers Review options to establish circular economy activities within Beckton masterplan and/or at existing assets in Beckton (pavilions, Jenkins Lane); undertake feasibility study of circular economy hub for Newham Launch Green Innovation Accelerator 	<p>October to December 2021</p> <ul style="list-style-type: none"> Review procurement/operational practices within council; develop strategy to source local materials/labour and compel suppliers to incorporate green business practices through contracts 	<p>January to March 2022</p>
<p>April to June 2022</p>	<p>July to September 2022</p>	

	<ul style="list-style-type: none">• Monitor businesses' progress towards any actions identified in green assessment; refine framework if needed; identify additional businesses to receive assessments	
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CROSS PILLAR LINKS

Other Recovery Plan Pillars	Links to Pillar 6
Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents	<ul style="list-style-type: none"> • Progress towards greening economy as a measure of economic success
Pillar 2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	<ul style="list-style-type: none"> • Access to training, secure green economy jobs, and green business funding
Pillar 3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	<ul style="list-style-type: none"> • Access to training, secure green economy jobs, and green business funding
Pillar 4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	<ul style="list-style-type: none"> • Improvements to air quality, building efficiency, and walking/cycling networks will create healthier environment for residents
Pillar 5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	<ul style="list-style-type: none"> • Delivery/service planning, travel planning combined with better walking/cycling provision improves high streets
Pillar 6: We will become London's greenest local economy	
Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham	<ul style="list-style-type: none"> • Adoption of green standards within Newham owned stock. Support for builders to deliver higher quality green homes
Pillar 8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	<ul style="list-style-type: none"> • Developers reduce carbon footprint during construction and building lifespan; deliver schemes that improve environment • Green tech encouraged to locate in Newham
Addressing racial inequality and disproportionality within the borough	<ul style="list-style-type: none"> • The promotion of green activity within the Royal Docks will include specific measures of success related to specific ethnic groups. • Delivery of climate emergency objectives specifically targets minority groups

PILLAR 7

The Council will deliver genuinely high-quality and affordable homes for Newham.

<p>Other Responsible Officers: Christine Pillay Chris Holland Niall Henderson</p>	<p>External Partners: Populo Living Developers GLA Place Limited</p>
<p>Statement of Change: The Council will strive to support and deliver significant additional housing in the borough at price and level of quality which can enhance the lives of residents, allowing communities to settle and put down roots in Newham.</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> • Increase supply of affordable housing • Reduction in the number of rough sleepers • Clear pathways to safe and secure housing for vulnerable groups
<p>Recovery Objective: Ensure that services related to homelessness and private renters are appropriate to help those in greatest need navigate through recession. Develop greater involvement from local people to help them shape services relevant to housing their locality. Ensure that scheduled developments seek to pilot new approaches to coproduction to design and planning</p>	<p>Reorientation Objectives: Accelerate plans for affordable house building. Continue to reinvest surplus revenue generated Populo Living, to subsidise affordable housing. Seek to acquire more property to house vulnerable residents, whilst continually looking to innovate in the delivery and provision of housing – in particular modular development and cohousing to support homeless and key workers. Localise supply chains of local development, by supporting local builders to develop in the borough, sharing risks which prevent them from being more active.</p>
<p>How this supports Newham residents: Residents will be given a greater say over housing services in their area and an enhance role in the development of redevelopment plans for their estates. Increased housing supply will offer more options, including access to higher quality green homes.</p>	
<p>RECOVERY PROJECTS Existing projects with committed funding/resourcing:</p> <ul style="list-style-type: none"> • Existing projects with committed funding/resourcing: • develop a Resident Involvement Strategy • continue to hold tenants and leaseholders' forums • £3.5m to projects determined by local priorities • Establish Housing Hubs 	<p>REORIENTATION PROJECTS New projects or ideas in need of funding/resourcing:</p> <ul style="list-style-type: none"> • Housing innovation sprint (alongside SHMA) • Scaling of air rights demonstrator project • 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

<ul style="list-style-type: none"> • develop a Private Renters Rights Service • Develop further coproduction for plans in Carpenters Estate and Custom House • Affordable House Building programme • Air rights demonstrator project • Temporary Accommodation Strategy • Review Local Plan • Full Stock Condition survey considered • Enforce on minimum standards of energy efficiency • Removal of low risk cladding • Housing strategy for vulnerable adults • Removal of cladding from low risk council owned building 	<ul style="list-style-type: none"> • Local small builders' strategy • Support vulnerable adults into modular housing • Test and scale new approaches to housing pathways for care leavers • Rough Sleepers Assessment Hub launched
<p>Risks</p> <ul style="list-style-type: none"> • Lack of funding to support delivery and innovation • Changes to government policy, particularly in relation to Section 106 • Decline in values undermines revenue from Populo Living • Delays over transfers of planning powers from LLDC • Scale of retrofit challenge • Landlord opposition to further regulations 	<p>External Factors/Influencers</p> <ul style="list-style-type: none"> • Reduction in demand for property in London • Rapid increase in homelessness as a result of Covid 19 and Recession

INDICATIVE 24 MONTH PLANS

Black text = recovery projects (with committed resource) Grey text = reorientation projects (in need of resource)

<p>October to December 2020</p> <p>Core Objectives: Establish foundations for involvement and co-production. Establish stronger links to other services</p> <ul style="list-style-type: none"> • Establish 5 housing hubs 	<p>January to March 2021</p> <p>Core Objectives: Agree plans for major estate regeneration; Re communicate landlord enforcement</p> <ul style="list-style-type: none"> • Undertake Homelessness Service review 	<p>April to June 2021</p> <p>Core Objectives: Pilot new delivery</p> <ul style="list-style-type: none"> • Develop new homelessness service plan • Establish clear strategy to deliver modular and temporary homes, including
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<ul style="list-style-type: none"> • Establish formal links between Rough Sleeping and Homelessness service and Newham Workplace (successor) • Enhance coproduction in the planning for Canning Town and Carpenters Estate • Establish plan to deliver air rights demonstrator project • Local Plan Review in line with Planning for the Future • Agree minimum standards of energy efficiency with Populo Living • Complete care leavers housing need assessment 	<ul style="list-style-type: none"> • Use the delivery of a new SHMA as a juncture to test new innovative ideas on delivery • Establish further agreement with Local Space to increase the number of affordable homes they deliver • Develop communications plan around landlord enforcement on minimum efficiency standards • Establish clear plan on the switch to London Power for Council properties • Complete full stock condition survey 	<p>demonstrator projects on council owned small sites</p> <ul style="list-style-type: none"> • Establish and promote arrangements for minimum tenancies • Complete the removal of all cladding on council buildings • Launch of Rough Sleepers Assessment Hub • Complete response to review of supported housing v temporary accommodation
<p>July to September 2021</p> <ul style="list-style-type: none"> • Review homelessness information and advice • Develop new Homelessness and Rough Sleepers Strategy 	<p>October to December 2021</p> <ul style="list-style-type: none"> • Develop and publish five-year plan for LB Newham led-Housing development • Complete air rights demonstrator projects alongside plan for scaling 	<p>January to March 2022</p> <ul style="list-style-type: none"> • Finalise plans to take back planning powers from LLDC
<p>April to June 2022</p> <ul style="list-style-type: none"> • Commencing delivery of modular housing at scale (subject to review) 	<p>July to September 2022</p> <ul style="list-style-type: none"> • Report on progress towards target of 1782 homes delivered • Commence delivery of redevelopment of Carpenters Estate 	

CROSS PILLAR LINKS

Other Recovery Plan Pillars	Links to Pillar 7
Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents	<ul style="list-style-type: none"> Housing has clear links to the wellbeing and happiness of residents. Opportunities to collect more evidence from residents who live in council owned properties
Pillar 2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	<ul style="list-style-type: none"> Enhanced roots to housing for young care leavers
Pillar 3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	<ul style="list-style-type: none"> Opportunities to develop further arrangements in terms of links with the reformed Workplace programme. New processes to link homeless to employment and training provision
Pillar 4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	<ul style="list-style-type: none"> Direct links between housing and the health and wellbeing of residents
Pillar 5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	<ul style="list-style-type: none"> Additional housing provides demand and increased patronage on Newham High Streets
Pillar 6: We will become London's greenest local economy	<ul style="list-style-type: none"> Significant programme of greening of Newham owned housing as well as enforcement on landlords who fail to meet minimum environmental standards
Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham	
Pillar 8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	<ul style="list-style-type: none"> Opportunities to secure additional commitment through the evolution of the business pledge process.
Addressing racial inequality and disproportionality within the borough	<ul style="list-style-type: none"> Enhanced local housing information through housing hubs and minimum tenancies, enable new arrivers and existing residents to put down roots in the borough

PILLAR 8

The Council will only welcome investment that secures a fair deal and a fair economy for Newham.

<p>Officer Lead: Dave Hughes</p>	
<p>Other Responsible Officers: Dan Hill Nick Fenwick Margaret Almond Matt Davies (Royal Docks)</p>	<p>External Partners: Royal Docks Team Local businesses (through pledges) Developers</p>
<p>Statement of Change: Continue to sell and bring new investment into Newham, working in partnership with companies and investors who share Newham's social and environmental objectives. Raise expectations and communicate the need to for enhanced engagement and commitment to Newham's recovery and reorientation objectives from investors and businesses.</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> • Increase in the amount of external investment coming into the borough • Residents experiencing a strong connection to development • More positive sentiment to change within the borough
<p>Recovery Objective: Develop projects which demonstrate the positive impacts of change within the borough. Invite business across Newham to commit to tangibly support the Council in delivering against community wealth building objectives.</p>	<p>Reorientation Objective: Adapt policy to formally articulate our expectations from investors and developers working in Newham. Actively partner with and celebrate those who are pursuing the highest standards in social and environmental responsibility.</p>
<p>RECOVERY PROJECTS <i>Existing projects with committed funding/resourcing:</i></p> <ul style="list-style-type: none"> • Develop and launch exemplar business pledges • Mobilise Good Growth Fund • Liaise with all major developers in the borough to identify existing and additional commitments which support the recovery and reorientation plan • Review council's contracting arrangements, building in clauses to support local engagement 	<p>REORIENTATION PROJECTS <i>New projects or ideas in need of funding/resourcing:</i></p> <ul style="list-style-type: none"> • Establish CWB Champions accreditation • Use the local plan review to review and revise economic policies, optimising the pursuit of community wealth building and recovery plan objectives • Develop SME self-accreditation business pledge • Develop incentive programme to support business engagement • Scope and develop new Good Growth Fund focussed specifically on the needs of young people

<ul style="list-style-type: none"> Promote London Living Wage accreditation for the business community 	
<p>Risks:</p> <ul style="list-style-type: none"> Willingness of businesses to participate Ability of the officers to monitor Communication and connection with other local partners who might be able to participate in delivery (civil society) Sufficient resource and evidence to support revising planning policy requirements Reduction in land values and viability impacting developer/investor decisions 	<p>External Factors/Influencers:</p> <ul style="list-style-type: none"> Reform of the planning system

INDICATIVE 24 MONTH PLANS

Black text = recovery projects (with committed resource) Grey text = reorientation projects (in need of resource)

<p>October to December 2020</p> <ul style="list-style-type: none"> Develop business pledge framework Launch initial cohort of business pledges Initial approval of first GGF projects Accept new council contracts and standing order wording Review Local Plan, reinforcing 50% affordable housing target 	<p>January to March 2021</p> <ul style="list-style-type: none"> Launch CWB Champions accreditation Good Growth Fund Projects commence delivery Review and refresh Local Plan economic policies to optimise delivery of CWB and recovery plan objectives 	<p>April to June 2021</p> <ul style="list-style-type: none"> Welcome first business pledges from outside the Royal Docks
<p>July to September 2021</p> <ul style="list-style-type: none"> Consider launch of a youth focussed Good Growth Fund 	<p>October to December 2021</p> <ul style="list-style-type: none"> One-year review of business pledges Review business pledge criteria 	<p>January to March 2022</p>

<p>April to June 2022</p> <ul style="list-style-type: none"> Streamline procurement arrangements between LB Newham, anchors and private sector 	<p>July to September 2022</p> <ul style="list-style-type: none"> Evaluate business pledge programme and impacts 	
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CROSS PILLAR LINKS

Other Recovery Plan Pillars	Links to Pillar 2
Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents	<ul style="list-style-type: none"> New measures of success form the basis against which business pledges can be measured. Measures themselves link back to the Good Growth Fund Evaluation Framework
Pillar 2: The council is committed to enabling every resident under 25 to be safe, happy and cared for, with positive activities to secure their long-term wellbeing	<ul style="list-style-type: none"> Business Pledges link back to the provision of enhanced mentoring and work experience provision. Potential to evolve Good Growth Fund to focus on young people's outcomes
Pillar 3: The Council will take action so that all residents are supported and enabled to access work and other opportunities in the new economy	<ul style="list-style-type: none"> Business pledges link to Workplace supporting them to positive outcomes be that work or experience
Pillar 4: The Council will assist our residents to be healthy, happy and safe so they are supported during times of recession and are able to thrive in the new economy	<ul style="list-style-type: none"> Good Growth Fund directly delivers against health and wellbeing objectives
Pillar 5: The Council will create accessible and inclusive neighbourhoods which will provide residents all of their social, civic and economic essentials	<ul style="list-style-type: none"> Good Growth Fund support potential investments in Canning Town, Custom House, Beckton and North Woolwich. Potential to 'offsite' business pledges into other places
Pillar 6: We will become London's greenest local economy	<ul style="list-style-type: none"> Good Growth Fund directly delivers against borough's green objectives
Pillar 7: The Council will deliver genuinely high-quality and affordable homes for Newham	<ul style="list-style-type: none"> Development delivers housing and associated amenities residents need, and provides well-paid work for local people along the way

Pillar 8: The Council will only welcome investment that secures a fair deal and a fair economy for Newham	
Addressing racial inequality and disproportionality within the borough	<ul style="list-style-type: none"> New pledges links local businesses more closely to good practices linked to the creation of more diverse workplaces in the borough

DRAFT PLEDGE AMBITIONS

The Pledge ambitions are closely interlinked with the CWB principles, reflecting Newham's overarching objective to achieve long-term prosperity, wellbeing and fairness for local residents and proactively respond to the borough's Climate Emergency:

Theme	Pledge (I Pledge to...)	Non-exhaustive list of ideas
Buy local	help boost the local economy by procuring the goods and services of local businesses in a way that maximises social value	<ul style="list-style-type: none"> Have at least two Newham suppliers within the existing supply chain Seek out quotes from Newham businesses when procuring new services/products Prioritise social value in the procurement process through ensuring businesses within the supply chain meet key criteria
Prioritise Sustainability	reduce the carbon footprint of my business by working in ways that help protect the natural environment and are environmentally sustainable	<ul style="list-style-type: none"> Switch to a renewable energy provider Adapt buildings (where in company ownership) to improve energy efficiency Actively encourage active/sustainable travel among staff Create a recycling and/or paperless office policy
Be a fair... employer	tackle inequality and in-work poverty by paying my employees a fair and decent wage	<ul style="list-style-type: none"> Pay all staff the London Living Wage (LLW) including interns and apprentices (eliminate gender/ethnicity pay gap) Become accredited as an LLW employer (LLW foundation) Ensure that at least 50% of businesses within the supply chain also pay the Living Wage

landlord	create fair and flexible terms that take into consideration the individual circumstances of local business tenants	<ul style="list-style-type: none"> • Adhere to the good practice standards and guidance outlined in the Code of Leasing Business Premises • Offer greater flexibility on rental structures and lease extensions • Include break clauses within the lease
Invest in staff	create a diverse working environment in which my staff feel represented, supported and invested in	<ul style="list-style-type: none"> • Have a training and development plan for all staff • Make use of Apprenticeship Levy • Adopt a flexible working policy • Adopt an equality, diversity and inclusion policy and implement these in recruitment practices
Support residents	support the local community by employing local residents and playing an active role in community projects and initiatives	<ul style="list-style-type: none"> • Use Newham Workplace as first point of contact when recruiting new staff • Prioritise Newham residents for new roles • Engage in responsible business practices that contribute to improving the local community • Ensure that business activities with the local community result in increased social integration •
Pursue innovation	seek new and innovative ways to pursue CWB within my business	<ul style="list-style-type: none"> • Find creative and interesting ways to embed CWB principles in day-to-day business activity • Establish partnerships with other pioneering businesses within Newham • Identify innovative ways of supporting local initiatives