

## SUMMARY OF CORPORATE DELIVERY PLAN ACTIONS

***Pillar 1: Our measures of success will be the health, happiness and wellbeing of our residents***

### What residents can expect

- A future that puts their future health, happiness and wellbeing first
- A focus on a fairer economy and a future which better reflects their daily experience
- Clear information on how the council is doing in delivering against its strategic objectives and in how we are changing Newham for the better

### Corporate Delivery Plan actions

Three of the four actions were completed by the end of Q4 20-21, with one remaining action on track to be delivered.

We said that we would establish a new Outcomes Framework for Newham with a focus on our Towards a Better Newham strategy and our new priorities. Work to define the vision, high-level strategic outcomes and underpinning intermediate (1-2 year) outcomes has now been completed.

We have also explored the potential for research partnerships with leading universities building on established relationships. This will establish 'what we already know' regarding the happiness, health and wellbeing of Newham residents and activity that will build processes to collect and collate information on this in future. A key feature of this work will be to ensure research is embedded in local communities from the outset.

We said we would explore opportunities to deliver a public-facing wellbeing report for communities and democratise access to data and information. The State of the Borough report addressing these issues has been produced and was discussed at the People's Council in March 2021 and has been

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

### What residents can expect

- A partner in challenging times
- Improved access to information

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

### **Corporate Delivery Plan actions**

The following Pillar 2 actions had been completed by the end of quarter 4 2020-21:

- Put in place an early notification process for children aged 0-5 with emerging and identified needs, so that we can offer better personalised support to children and families in need.
- New Adolescent Exploitation Strategy for Newham developed.
- Youth Empowerment Service (YES) of 43 youth workers; in Dec 2019 a Youth Safety Board (YSB) report recommended young people are supported with pathways to education and training, particularly those most at risk from violence.
- Established and launched a flagship Youth Zone in Stratford focusing on arts and culture
- Developed and implemented a Youth Empowerment Fund (YEF) with outcomes driven by young people
- YEF will assist people on 'pathways' programme with costs associated with books, travel to work, work attire, etc.
- £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
- Support for Voluntary and Community Sector (VCS) to delivery outreach programmes and improve digital services linked to young people.
- Youth Empowerment Team 'digital map' as an interactive directory for youth services/social prescribing/amenities/opportunities throughout the borough
- Emotional wellbeing support available in schools – addressing mental health training needs and providing support teams (via Wellbeing for Education Return Grant/Anna Freud programme)
- Mental Health & Wellbeing survey delivered through Youth Participation.
- Development of Youth Health Champions.
- Chat Health implemented to improve virtual conversations with Children and Young People [CYP]
- Commenced 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

A further 27 actions under Pillar 2 were recorded as green, meaning that they were on track to be completed by the planned delivery date. These included actions to establish a partnership and place-based problem solving approach to crime and anti-social behaviour in Newham with key partners; work to implement with partners and children a programme to improve air quality around schools; offering families the right kind of help as early as possible, so that children can thrive; developing a new Early Help Strategy and Operating

Model; and actions to reduce exploitation, harm and vulnerability through a 'whole borough' response to youth safety, in conjunction with our partner organisations.

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

Additionally, we will strengthen the Education Partnership (and support sector-led improvement) through Newham Learning and develop a strategic vision for education in Newham; refresh the way we provide employability and skills support to 14-19 year-olds, as part of our Community Wealth Building Strategy; provide business support with free start-up space and mentoring for young entrepreneurs (space within local workspaces, council assets; mentoring from local business people); and support Internships with anchor institutions, council, council-adjacent organisations (the London Legacy Development Corporation, Populo, Royal Docks team), and major local employers.

Twelve actions under Pillar 2 were marked with an amber status at the end of quarter 4, meaning that there was some risk to delivering the action by the date set out in the Corporate Delivery Plan. Some of these actions are delayed whilst funding or resources are approved, such as the development of a care leavers hub.

The action to develop a refreshed Special Educational Needs and Disability [SEND] strategy and improvement plan for SEND, specifically to review (and improve) the quality and timeliness of new Education Health and Care Plans [EHCPs] for those children and young people who need them within the 20-week timescale standard is also flagged as amber. There is an improvement plan in place but the structure needs to be reviewed and capacity is needed to ensure EHCPs are in place and reviewed meeting guidelines on timeliness.

Two actions were marked with a red status meaning they are not on track to be delivered to schedule.

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

### **What residents can expect**

- A supportive partner through difficult economic times
- A clearer route to support and information
- A meaningful work experiences
- Maximised opportunities to benefit from any government Covid-related funding supporting creation of new jobs

- Better working conditions
- Support to start businesses where they want to do this

### **Corporate Delivery Plan actions**

Seven actions under Pillar 3 were completed by the end of Q4 20-21:

- Improved and transformed the organisation's approach to managing debt and collections in line with our overall principle of community wealth building and ensuring the organisation remains financially robust and resilient.
- Rebranded the Economic Regen Service Group (including Workplace and Moneyworks).
- Workplace incorporated support to 16–25 year-olds through Our Newham Youth service
- Campaigned to encourage businesses to adopt fair employment policies
- Adopted London Living Wage policy across the council and its supply chain
- Established Healthy Workplace Accreditation as part of the Business Pledge
- Used 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

A further 12 actions under Pillar 3 in the Corporate Delivery Plan were recorded as green (meaning that they were on track to be completed by their planned delivery date) at the end of quarter 4. These included work to:

- Establish pathways to high quality apprenticeships and internships to ensure residents are well placed to secure and succeed in them.
- Continued work with health partners to ensure that we support our workforces to work safely and securely, and to minimise the disproportionate impact on vulnerable communities within the workforce.
- Establish the Employment Rights Hub.
- Refresh economic benefit clauses to reflect Community Wealth Building and our recovery and reorientation strategy.

Two actions were marked as amber under Pillar 3. The action to develop a local presence on borough high streets (Ref 109) is affected by the impact of lockdown restrictions on our local high streets and businesses. In addition, the council's commitment to provide additional resource and refreshed online offer to deal with the initial impact of the end of the job retention scheme is flagged as amber although development of a website is in progress.

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

**What residents can expect**

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

**Corporate Delivery Plan actions**

Seven actions under Pillar 4 were completed by the end of Q4:

- Maintained and enhanced the family nurse partnership for young mothers.
- Implemented the Well Newham programme
- Supported residents of all ages to navigate the mental and physical health complexities around covid-19
- Delivered support for Newham's most vulnerable residents with a long-term solution to Rough Sleeping with appropriate services in place
- Developed formal commissioning intentions and Pre-Procurement Plan for Rough Sleeping services
- Changemakers grants delivered to grassroots organisations
- Developed and implemented a Modern Day Slavery Strategy

A further 37 actions under Pillar 3 in the Corporate Delivery Plan were recorded as green (meaning that they were on track to be completed by the planned delivery date).

Actions supporting broader health and wellbeing activity include:

- Involving service users in co-producing new services.
- Ensuring all our residents who have underlying health conditions are well supported through proactive management and that we reach out with effective and culturally appropriate models of help to support our residents around health promotion.
- Improve wellbeing through access to affordable healthy food and opportunities for physical activity.
- Parks & public realm improvements to create safe and well-equipped spaces for physical activity.
- Sustainable travel plans with council, major employers, and schools to encourage active travel to work and improve air quality.
- New models of care and support ensuring that principles of London Living Wage are embedded.
- Ensuring that test, track and trace works effectively for Newham's population.

- Revising our current pathways, team structures and interface between the NHS and the Voluntary and Community Sector (VCS) to maximise the learning from COVID-19 and review ways of working to ensure best practice is followed.

Development of the following core strategies, plans and programmes are underway and on track for delivery:

- 2022-2027 Homelessness and Rough sleeping Strategy.
- Domestic Violence Strategy
- Community Safety Strategy
- Hate Crime Strategy
- Mental Health and Wellbeing Recovery strategy to be launched
- Aging Well Action Plan (consultation has concluded)

Four actions were marked with an amber status under Pillar 4 indicating some risk to delivery. Exploration of short term interventions to reduce the need for on-going care is delayed due to covid-19; however, a business case has been drafted reviewing our approach to enablement and preventative services. Development of a working group on young people's mental and physical health is on-going and external factors may delay achievement of London Healthy Workplace accreditation.

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

### **What residents can expect**

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

### **Corporate Delivery Plan actions**

Nine Pillar 5 actions had been completed at the end of quarter 4:

- The Shape Newham programme (delivering projects enhancing public spaces) was launched in September 2019 and the first project was successfully installed in March 2021.
- Queens Market Good Growth Community Engagement completed and findings published
- Queens Market Capacity and Viability Study completed
- Grant Agreement for Good Growth Fund and match-funding approved
- Green Street Good Growth Fund programme delivered and funding secured
- Completion of scoping work on the future economic evolution of Beckton and North Woolwich
- Grounds Maintenance Service reviewed and brought back under council control

22 actions were marked as green, meaning they are on track to be delivered. These included work to:

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

Eight actions were marked as amber indicating risk to the original delivery date. These include: ongoing work with the Met Police to develop an organised crime profile of the borough; development and implementation of a new Markets Strategy; delivery of the High Streets Reopening Programme; delivery of local and targeted activities to encourage participation and strengthening of social and community networks across the Borough's high streets; review and consultation on a range of public realm strategies.

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

### **What residents can expect**

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

### **Corporate Delivery Plan actions**

Nine actions under Pillar 6 were completed at the end of Q4:

- Delivered the new sustainable Parking Policy rollout
- Created a fairer and more consistent parking scheme
- Created an identifiable 'brand' for all communications around waste and recycling (part of a wider communications strategy)
- Completed the procurement of a new Homecare contract ensuring that contractors receive the London Living Wage and issues such as climate change and Community Wealth Building are embedded within the contract.
- Continued investment in sustainable and active travel networks and events
- Produced Air Quality and Climate Emergency Annual Report
- Begin the process of replacing the 2012 Joint Waste Plan
- Mayor's Construction Academy status secured
- Good Growth Fund established

A further 32 actions under Pillar 6 in the Corporate Delivery Plan were recorded as green (meaning that they were on track to be completed by the planned delivery date).

These included actions to:

- Fully support the shift towards sustainable transport and active travel in London.
- Invest in cycling parking and infrastructure, and develop walking routes across the borough to reduce the reliance on motor vehicles
- Roll out of our local transport and highways improvement programme, and Liveable Neighbourhood schemes.
- Promote the Royal Docks Enterprise Zone as an incubator for the green technology sector.
- Integrate work on the climate emergency into the council's Community Wealth Building initiative.
- Ensure investment programme in place to ensure compliance of stock with current fire safety legislation, including the removal of both High Pressure Laminate (HPL) and Expanded Polystyrene (EPS) cladding to all tall blocks.
- Ensure all safety related recommendations arising from the Grenfell Inquiry are reviewed and all necessary works are appropriately programmed.



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

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

- The Highways & Related Professional Services Contract and Highways schemes and planned maintenance works Framework contract are delayed due to covid-19 but have restarted.
- Delivery of the Air Quality and Climate Change Action Plan
- A number of actions are ongoing and are flagged as amber as specific delivery dates are to be confirmed.

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

**What residents can expect**

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

**Corporate Delivery Plan actions**

Eight actions under Pillar 7 were completed by the end of Q4 20-21. Themes covered include:

- Restructure of the Private Sector Housing team to focus resources on auditing properties for compliance with licence conditions; and an action scoping of an air rights demonstrator project.
- Work to promote excellent urban design and make the planning process more transparent
- Empty Properties team established to bring empty properties back into use wherever possible
- Affordable Housing Pre-Construction Services appointed
- 201 starts under the Affordable Homes for Newham programme in 2020/21
- Scoping of air rights project concluded

The majority of actions (20) under Pillar 7 in the Corporate Delivery Plan were recorded as green (meaning that they were on track to be completed by the planned delivery date). These included work to:

- Update Temporary Accommodation Placement Policy and Private Rented Sector Offer policy
- Develop a framework for acquisitions of homes for temporary and permanent Council accommodation.
- Approve and launch a Housing Strategy.
- Review and implement the Housing Allocation Policy
- Develop and implement the planned maintenance programme and undertake a stock condition survey
- Develop and implement a Local small builders' strategy.
- Develop Resident Involvement Strategy
- Increase capacity for enforcement activity against landlords not operating property in accordance with their licence conditions, and secure the renewal of the council's Private Sector Licensing Scheme.
- Design, develop and implement a Private Renters Rights Service.

Seven actions were marked as amber under Pillar 7, indicating risk to delivery by the planned delivery date. The majority of these actions are flagged as amber as specific delivery dates have not been scoped out. Actions affected include: investment for council tenants and leaseholders to develop improvements to their estates and neighbourhoods; fire door replacement in council housing blocks and establishment of housing hubs.

Two actions are flagged as red as they have not been delivered by the expected date: establish Resident Steering Groups and produce a Residents' Charter for council tenants and leaseholders. Teams are working on these issues and will scope out a new delivery timetable.

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

**What residents can expect**

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

**Corporate Delivery Plan actions**

Eight actions under Pillar 8 were completed by the end of Q4 20-21:

- Development of formal Commissioning Intentions and Pre-Procurement Plan for Rough Sleeping services
- Implementation of the Newham Inclusive Economy Strategy to ensure activity is delivered through the lens of Community Wealth Building
- Refreshed HRA Business Plan
- Development and launched exemplar business pledges
- Mobilised Good Growth Fund
- Optimise the value capture through Section 106 Agreements and Community Infrastructure Levy
- Ensure social value requirements/criteria linked to our corporate priorities are routinely included in our tenders
- Implemented the social value model for managing the council's community centre estate

Eleven actions under Pillar 8 were recorded as green, meaning that they were on track to be completed by the planned delivery date. These included:

- Design and develop a new Capital Strategy for Newham
- Deliver affordable homes
- Refresh the S106 "local benefit" clauses and apply to all major planning applications.
- Work closely with our partners to ensure that planned leisure and entertainment developments within the Queen Elizabeth Olympic Park and the Royal Docks Enterprise Zone are safe and well managed.
- Use the local plan review to review and revise economic policies, optimising the pursuit of community wealth building and recovery plan objectives.

One action under Pillar 8 was marked as red at the end of quarter 4 - scope proposals for new partnership working to support Community Wealth Building. The expected delivery date was not met and the team will scope out a new timetable for delivery.