

## SUMMARY OF KEY CORPORATE PLAN ACTIONS AND PERFORMANCE ISSUES – Q3 2019/20

### Priority 1: Bright Futures

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

#### Corporate Plan

There are 13 Bright Futures key actions; all are either on-track or already completed.

Actions completed in quarter 3:

- The Mayor of Newham's Youth Safety Board report and recommendations were published in December 2019. This included publication of an evidence briefing and a framework for future action.
- Development of the family nurse partnership offer with the service delivering bespoke knowledge and training sessions, running a young parents group and developing additional antenatal support.
- All youth zones opening full programmes delivering:
  - nationally accredited awards and volunteer programme to expand young people's skills;
  - Youth Citizen Assemblies, Youth Safety and associated Youth Voice work across its universal service with increased capacity to work inclusively with LAC/Young Carers/SEND/LGBTQ;
  - Increased opening times by 150%;
  - Increased holiday programme availability 200%

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

The vision is the backbone for our three obsessions:

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

#### Measures

We said that we would track progress in key areas, including:

- **Undertaking single assessments for children with social care needs within 45 working days of referral.** Our average performance in quarter 3 was 77% but performance did vary across the quarter with November marking the highest level in 18 months at 85.3% but with performance dipping to 65.6% in December. We have set ourselves a challenging target of 90% for this measure, which is above both the England average of 82.7% and London average of 83.3%.

- Performance in relation to issuing **Education, Health and Care Plans (ECHPs)** is improving but the pace of improvement is, as anticipated, being affected by the historic backlog of applications. The number of EHC Plans issued in 2019 (calendar year) surpassed expectations with 545 completed in the year, more than the previous five years combined. With 37.4% completed in timescales in 2019/20 year to date, this is a significant improvement on the last two years. However, the service anticipate that performance will remain between 35% and 40% for the remainder of this financial year as work to clear the historic backlog continues.

## **Priority 2: Building Communities**

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

### **Corporate Plan**

There are 19 Building Communities key actions; 17 are either on-track or already completed.

Progress includes:

- Ongoing active community engagement for both Carpenters Estate and Custom House Regeneration with active steering groups. A permanent Independent Advisor has now been procured with the Carpenters Destination Steering Group, and an engagement plan is currently being developed.
- Work of the Homelessness Co-production forum (Newham Homelessness Action Group – NHAG) contributing to the development of the Homelessness and Rough Sleeping Strategy, which was agreed by Cabinet in December. Next steps for the NHAG will be involvement in the development of the Strategy Action Plan to be submitted to Cabinet April 2020.
- Private Landlord Licensing scheme - Compliance teams are now operational with a new team leader and staff appointed. Recruitment remains ongoing to fill remaining enforcement officer vacancies.

Progress has been made ensuring that tenants are appropriately advised of their rights and how to report concerns through signposting to partners and other stakeholders. Our ongoing operational relationship with Justice for Tenants and Shelter continues. However, further work is needed to take forward plans for engagement with other relevant organisations and to deliver an integrated advice service for renters via local surgeries.

### **Measures**

- We introduced a measure this year to help track the **number of genuinely affordable homes started** under the Affordable Homes for Newham programme (AHNP). In addition to 235 homes started in 2018/19, a further 34 new homes have commenced this year (26 London Affordable Rent and 8 Shared Ownership).

- We are tracking the number of households in our borough living in **temporary accommodation**, which rose to 5,395 in quarter 3. This figure continues to rise with a net increase of 68 households in the past 3 months since the end of quarter 2. There is no target for this measure as it is a demand-led service. The widening of duties under the Homelessness Reduction Act 2017 (enacted in 2018) means that the increase in households in temporary accommodation was anticipated. A targeted approach has been developed to look at opportunities to reduce the use of temporary accommodation, offering alternative solutions to households through early intervention. There are a number of planned mitigations to address the lack of suitable affordable move on accommodation, which continues to be a pressure, for example working collaboratively with London Councils on a new approach to procuring private sector accommodation.
- We fell below our challenging target of 90% for **completing housing repairs on time**, with 85.73% of repairs completed within timescale in quarter 3. This target will be more easily managed with the imminent introduction of Service Connect. Overall satisfaction with repairs from those tenants that had received a repair in the last 12 months is 83%.

### National Performance measures

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

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

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

### **Corporate Plan.**

There are 11 Community Wealth Building key actions

All the actions are either on-track or already completed including:

- Community Wealth Building Strategy launched in January 2020.
- Completing a Workplace review to ensure a focus on quality jobs and support for vulnerable, and underrepresented groups.
- Community spaces review completed with Cabinet approving the 'Community Centres and Social Value' paper presented in December 2019. This set out our future strategy for community spaces and our Social Value policy.
- Our social value toolkit is now in operation and being applied to all new tenders. This is being used to evaluate contracts and require suppliers

to offer benefits for the local community (such as employment opportunities).

- Introducing measures to reduce barriers to small and medium-sized businesses to become suppliers to the Council.
- Preparing for Brexit.

## Measures

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

- **Residents in Employment.** While latest employment rate of 69.3% is below the London average of 74.4%, the gap has reduced over time – in 2005 Newham’s employment rate of 54.5% was 13.7 percentage points below the London average.
- **Residents paid London Living Wage.** The latest data (from 2018) shows that 33.8% of jobs in Newham are paying below the London Living Wage (LLW) which was £10.20 per hour when the survey was conducted. On average in London, 20.4% of jobs pay below the LLW. The Council has allocated £3m to ensure that care workers are paid Living Wages with a further £6m in the budget until 2020/22.

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

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

## Corporate Plan

There are 16 key actions within this theme. 11 are complete or on track to be completed by target date.

Progress includes:

- The air quality action plan (AQAP) and Air Quality Management Area were adopted by Council in November 2019.
- External review of street cleaning services completed in quarter 3 and ongoing robust monitoring of the service continues.
- Continued work of our Visiting Team to support residents to recycle and facilitate behaviour change. Working in partnership with Keep Britain Tidy to deliver a range of behaviour change pilots relating to fly-tipping and recycling
- The Grounds Maintenance contract has been brought back in house with a corporate working team established to deliver against a detailed project plan. Key tasks (including vehicle and machinery procurement) are on track.
- Cabinet approval in December 2019 for the Shape Newham project which will see creative enhancements to eight town centres across Newham reflecting the priorities of local communities.

Five actions are slightly off track. For example:

- The delivery of our Parking Policy is behind schedule but progressing with further work now taking place.
- Although behind the original target date, the Local Implementation Plan which commits the Council to make improvements to encourage greater use of sustainable transport is now being prepared for publication having received approval from the Mayor of London in quarter 3.

## Measures

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

- 97.3% of sites inspected were marked acceptable for **litter** in quarter 3 against a target of 94%.
- 97.6% of sites were marked acceptable for levels of **detritus** (dirt on our streets such as rotten leaves or wet paper broken down into little pieces) in quarter 3.

When asked their opinion of street cleaning (Newham Survey 2018), 64% of residents responded that it was 'good' and 23% that it was 'average'. However, when residents were asked what issues they viewed as a 'problem in their local area' – the biggest concerns were:

- 'people throwing rubbish and litter on the streets' (64%), and
- 'dumped litter and fly tipping' (58%)

An onsite validation exercise is being arranged for March 2020 which will see the Lead Member joining the Quality Assurance Team on their routine monthly surveying inspection of the borough's streets.

We have also introduced a new performance indicator, tracking the **percentage of reported fly tips that are collected within 24 hours**. We collected 93.93% of the 4,699 fly tips reported in quarter 3 within 24 hours, exceeding the 80% target.

The service has put in place a number of initiatives to reduce the number of fly tips, including setting up a fly tip task force and carrying out social media and advertising campaigns aimed at preventing fly tipping.

### **Priority 5: Quality of Life**

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

## Corporate Plan

There are 12 Quality of Life key actions. All are complete or on track to complete on target. Key updates this quarter include:

- Needs assessment identifying the key lifestyle factors that impact on the major causes of ill health in the borough completed. This work is informing commissioning and partnership working around healthy living, diabetes prevention and smoking and supports social prescribing under the programme banner Well Newham.
- Continued work to ensure adult safeguarding practices are embedded across Council services, including a session for the Senior Leadership Forum in November 2019 and a series of public meetings in libraries and community hubs during national Safeguarding Awareness week.
- A full review of the Child and Adolescent Mental Health service (CAMHS) has been completed and a new service model is currently being developed. Full implementation will take place from April 2020.

## Measures

- We are currently off track in **reviewing our social care customers**: with **46.2%** having received a reassessment or review this year against our target of 60% for the end of quarter 3. An action plan is being implemented to ensure customers are safe and have the appropriate level of care and support in place for their needs.
- We are doing well in effectively **safeguarding people at risk of abuse**. In 95.3% of the cases we have investigated so far this year, the risk was removed or reduced. In addition, the desired outcomes of the person at risk were achieved (or achieved in part) for 95.2% of investigations.
- 72.6% of new customers for adult social care have been assessed on time (within 28 days) so far this year, exceeding the 65% target.

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

**Corporate Plan:** there are 15 key actions in this theme.

We are currently on track to deliver 14 actions. Our recent activity includes:

- New HEART values and behaviours framework (Honesty, Equality, Ambition, Respect, Transparency), co-produced with staff, launched.
- Open and transparent budget setting process with public engagement including the budget simulator completed in early December which summarised the financial position and enabled residents to suggest how they would go about meeting the financial challenges.
- Draft budget considered at a special Cabinet meeting on 17th December 2019.

- Tranche 1 of the Smarter Newham programme commenced with teams going live in January 2020.
- Recruiting successfully to Corporate Director posts and Oracle fully updated to reflect the Council's new structure.
- Revised whistleblowing policy approved by Audit Committee in 2019. Campaign of raising awareness to be agreed and promoted, from March 2020.
- Approval to create a new talent hub within the HR and Organisational Development service.
- 8 hyper local Community Assemblies took place to enable local residents to monitor and evaluate the progress made against the community plans agreed in March 2019. 460 residents attended community assemblies.

The delivery of financial savings is off-track; actions such as the launch of the Voluntary Redundancy Scheme launched in late 2019 have been taken to minimise the end of year overspend. Directors are being required to implement a range of expenditure control measures.

## Measures

### Average days lost to sickness

Data is available annually and 2018/19 performance shows that on average 9.6 days were lost to sickness per full time equivalent member of staff. This was a decline of 0.1 days when compared to 2017/18 when 9.5 days were lost. The London average for 2017/18 was 8.2 days (based on data from 13 boroughs who shared this information). The council's Culture Change programme is seeking to tackle the underlying issues.

We did not respond to complaints in a timely manner in quarter 2 with 52.38% of **stage 1 complaints fully responded to within timescales (20 working days)**. We have set ourselves the target of responding to 95% of stage 1 complaints on time and work to improve performance includes:

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