

LONDON BOROUGH OF NEWHAM

CABINET

Report title	Council Performance Report – October to December (Quarter 3)	
Date of Meeting	3 March 2020	
Lead Officer and contact details	Jonathan Awoo-Adongo, Corporate Performance Manager Ext. 31206	
Director, Job title	Jessica Crowe, Corporate Director, People, Policy & Performance. Ext. 38539	
Lead Member	Councillor Terence Paul, Cabinet Member, Finance and Corporate Services	
Key Decision?	No	Reasons: N/A
Wards Affected	All	
Appendices (if any)	1. Summary of Key Corporate Plan Actions Update & Performance Issues 2. Full Quarter 3 Corporate Plan Performance Report 3. Corporate Plan Actions Monitoring – Update Quarter 3.	

1. EXECUTIVE SUMMARY

1.1 This report publishes the full suite of current corporate plan performance measures and corporate plan actions, using October to December 2019 (Q3) data. The Council's Performance Management Framework (PMF) ensures that:

- performance data are published regularly; and
- services are accountable for delivery and for driving improvement.

2. RECOMMENDATIONS

2.1 For the reasons set out in the report and its appendices, Cabinet is asked to:

- note the overall performance against key performance indicators for the 3rd quarter including areas of good progress and the actions being taken to address areas of underperformance. (Appendices 1 & 2)
- note progress against the corporate plan actions (Appendix 3)
- agree that Lead Members should work with Directors to address emerging trends and areas for improvement.

3. BACKGROUND

3.1 As part of the Mayor's commitment to resetting the way the Council operates and to achieving greater transparency, efficiency and good governance, a new PMF has been implemented for 2019/20. This includes:

- Regular reports to Cabinet that publish the performance data and identify performance issues for the Council as a whole aligned to the Corporate Plan – highlighting both challenges and good performance.
- Overview and Scrutiny Committee having the opportunity to examine the Council's

performance on a quarterly basis.

- timely performance information openly available to residents which presents an overall assessment of the Council’s performance and effectiveness.
- staff are able to understand how their work contributes to the overall priorities and performance of the Council.

4. PROPOSALS & KEY CONSIDERATIONS

4.1 Performance Update

4.2 Our revised PMF sets out corporate expectations for managing performance. It includes reporting our performance on a quarterly basis to residents in a clear, simplified and accessible format (Appendix 2). It also aligns corporate performance reporting to the delivery of the Council’s Corporate Plan priorities:

- **Priority 1:** “Bright Futures: supporting children and young people’s aspirations, keeping them safe and removing barriers to success”.
- **Priority 2:** “Building Communities - a housing offer for residents that delivers more genuinely affordable homes in well-designed neighbourhoods”.
- **Priority 3:** “Community Wealth Building a strong economy that supports local businesses, nurtures talent and provides opportunities”.
- **Priority 4:** “An Environment for All - an attractive borough which encourages active lifestyles, social integration and civic responsibility”.
- **Priority 5:** “Quality of Life - improving our health and social care system so it works for Newham residents”.
- **Priority 6:** “An Efficient and Effective Council: making Newham Council work better for all”.

4.3 Underneath the headline priorities highlighted above, the corporate plan sets out key objectives and actions to be delivered in 2019/20. A process has been developed to ensure that all actions stated in the corporate plan are being monitored with remedial actions being taken where necessary (Appendix 3).

4.4 To report the latest progress on actions in a concise manner, a number of symbols (with explanations of their meaning) are incorporated in the report (see table below).

4.5 Overall 78 (ie 90%) of the 86 identified actions to support the delivery of our corporate plan are either completed or on track to complete by the target date. Further details are shown below:

Legend	Description	Total	Percentage
	Action Completed	27	31%
	On track to complete action by target date	51	59%
	Slightly off track to complete action by target date	8	9%
	Severely off track to meet action by target date / high probability action will not be completed	0	0%
	Action not completed	0	0%
Total Actions		86	100%

4.6 Performance against the 29 corporate plan indicators is reported on a quarterly basis. Overall performance has not changed as compared to Quarter 2 (see table below):

- 55% (16) of the indicators have a positive direction of travel
- 10.5% (3) of the indicators do not have comparable data to gauge performance
- 34.5% (10) of the indicators have a negative direction of travel

4.7 Of the 19 measures with performance targets:

- 41% (12) On target
- 24% (7) Below target
- 34% (10) No target (because they are demand led)

4.8

Performance against direction of travel (DoT)			
Period	Positive	Negative	DoT N/A
Quarter 1	59% (17)	17% (5)	28% (8)
Quarter 2	55% (16)	34.5% (10)	10.5% (3)
Quarter 3	55% (16)	34.5% (10)	10.5% (3)
Quarter 4			

Performance Against Target			
Period	Target Met	Target Not Met	Target N/A
Quarter 1	34% (10)	31% (9)	34% (10)
Quarter 2	41% (12)	24% (7)	34% (10)
Quarter 3	41% (12)	24% (7)	34% (10)
Quarter 4			

4.9 Areas where performance is notably strong include:

- Community Wealth Building Strategy launched to promote long-term prosperity, wellbeing and fairness for all our residents and ensure our response to the Climate Emergency is progressed
- our strategic vision '*Newham together, the best place for children and young people*' was signed off by the improvement board
- the Mayor's Youth Safety Board Report and recommendations published to set out future strategic direction
- open and transparent budget setting process with public engagement completed
- our Social Value toolkit is now in operation and being applied to all new tenders
- all Youth Zones opening full programmes delivering nationally accredited awards
- issuing Education, Health and Care Plans (EHCP) is improving. The number of EHC Plans issued in 2019 surpassed expectations with 545 completed in the year which is more than the previous 5 years combined
- active community engagement for both Carpenters Estate and Custom House Regeneration
- Private Landlord Licensing Scheme compliance teams now operational
- Planning applications processed performance is best nationally when compared against all 341 Local Planning Authorities
- Air Quality action plan was adopted in November 2019
- safeguarding people at risk of abuse (in Adult Services): In 95.3% of the cases we have

investigated 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.

- Tranche 1 of the Smarter Newham Programme commenced with teams going live in January 2020.
- Over 72% of new customers of adult social care have been assessed within 28 days (exceeding target of 65%)

4.10 Identified areas for improvement in this quarter include:

- Newham's employment rate of 69.3% remains below the London average of 74.4%
- delivery of Parking Policy is behind schedule
- the number of households in temporary accommodation continues to show an upward trend (from 5327 in Q2 to 5395 in December).
- the total number housing repairs completed on time is 85.7% which is below the target of 90%
- the council is currently off target in reviewing our social care customers with 46% having received a reassessment or review this year against our target of 60%
- there has been a delay in producing a Children and Young People's Plan; however, with both a new Corporate Director of Children and Young People and Children's Commissioner now appointed, the Plan is set to be developed
- children's social care single assessments completed within 45 days of referral was an average of 77% which is below London average of 84%.

4.11 Appendix 1 presents the summary of Corporate Plan actions update & performance issues in Q3 which are showing good performance or giving cause for concern.

4.12 Appendix 2 contains the detailed information for all the corporate plan measures, with relevant recent historical data, and a brief commentary on current performance.

4.13 Appendix 3 contain the detailed Corporate Plan Actions monitoring update

DELIVERING COUNCIL POLICY & CORPORATE PRIORITIES

5.1 The performance management framework links directly with the Corporate Plan and Mayoral priorities and supports monitoring of the Council's delivery against all priorities including Community Wealth Building and Public Health as demonstrated in this report and the related appendices. This process ensures that all priorities, objectives and actions stated in the Corporate Plan are appropriately monitored progressively towards delivery within timescales; and with remedial actions being taken where necessary. This promotes accountability, transparency and openness in how the Council is managing its affairs.

6. ALTERNATIVES CONSIDERED

6.1 The alternative to not publishing current data would be a continuing lack of transparency about the Council's performance. That would undermine the ability of members and residents to understand how well the organisation is performing, and whether resources are being used effectively.

7. CONSULTATION

7.1 N/A

8. IMPLICATIONS

8.1 Financial Implications

There are no direct financial implications from the report. However, the revised performance framework, and improved scrutiny of how the Council is performing, should improve value for money. Links between performance information and expenditure will

be strengthened and will support monitoring of the MTFS.

8.2 Legal Implications:

There are no legal implications arising from this report.

8.3 Equalities Implications

All sections of the community are affected by the Council's performance; and in implementing the revised performance framework we will consider how effectively it assesses the impact of Council services in tackling inequalities.

8.4 Other implications relevant to this report: N/A

9. Background Information used in the preparation of this report: N/A