



CORPORATE PLAN 2019-20

ACTION PLAN MONITORING



Corporate Plan - Action Plan Status

Legend	Description	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Total	Percentage
		Bright Futures	Building Communities	Community Wealth Building	An Environment for All	Quality of Life	An Efficient and Effective Council		
	Action Completed	4	5	1	4	2	0	16	19%
	On track to complete action by target date	8	11	10	6	10	14	59	69%
	Slightly off track to complete action by target date	1	3	0	6	0	1	11	13%
	Severely off track to meet action by target date / high probability action will not be completed	0	0	0	0	0	0	0	0%
	Action not completed	0	0	0	0	0	0	0	0%
Total Actions		13	19	11	16	12	15	86	100%

Priority 1 Bright Futures



Lead: Councillor Sarah Ruiz (Cabinet Member - Children's Social Care) and Councillor Julianne Marriott (Cabinet Member - Education)
Deputy: Councillor Carleene Lee-Phakoe (Deputy Cabinet Member - Children's Social Care) and Councillor Jane Lofthouse (Deputy Cabinet Member - Education)

Vision

Newham has one of the youngest populations of any area in the country. But too often our children and young people are held back by factors out of their control. Poverty, crime and pollution can stifle aspiration. We are committed to supporting our children and young people to achieve their goals and championing their voices.

This means having:

- A high quality and accessible universal offer which supports learning and development
- An effective partnership with our schools to ensure quality provision for all and support for those with additional needs
- A high quality, co-produced youth offer that provides a varied and inclusive range of activities
- A robust partnership approach to dealing with youth violence
- Clear pathways for children at risk, those in care, and care leavers

Measures

- Education Care & Health Plans issued on time
- Care leavers in employment, education or training
- Children on a Child Protection Plan (rate per 10,000 under 18s)
- Children's social care Single Assessments carried out on time
- Knife crime Injury Victims aged 1-24
- Ambulance calls to alcohol related incidents involving under 25s
- Ambulance calls to assault incidents involving under 25s

Legend

	Action Completed		Severely off track to meet action by target date / high probability action will not be completed
	On track to complete action by target date		Action not completed
	Slightly off track to complete action by target date		

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Improve standards for all children in Newham schools	A01P1	Establish a partnership with schools and education providers, which will focus on improving outcomes for children and young people including support for special educational needs and disability (SEND) and safeguarding.	Apr-19	Councillor Julianne Marriott Councillor Jane Lofthouse	Terry Reynolds	Simon McKenzie Peter Gibb		Education Partnership established with half termly meetings of a Board and half termly conferences with all head teachers. Strategic issues covered including improving SEND services
	A02P1	Develop enhanced support structures for school improvement jointly funded between the Council and schools.	Apr-20	Councillor Julianne Marriott Councillor Jane Lofthouse	Terry Reynolds	Peter Gibb		Work is progressing including beginning recruitment of a Director for the Schools Development Partnership, overseen by a Head teacher Board. 20 schools indicated they will subscribe, more expected later in autumn 2019. Full implementation expected by April 2020.
Increase the range of activities, support, and training available to young people	A03P1	Increase the resources available for youth provision, ensuring a varied programme of enrichment activities for all young people in Newham, working with young people to understand their needs through youth assemblies and other forums.	Oct-19	Councillor Sarah Ruiz	Tim Aldridge	Lynne Crank		All youth zones will be opening full programmes in line with expected deadlines from 04/11/19, delivering: <ul style="list-style-type: none"> • 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%

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Deliver a positive vision for the future and clarity on what children and young people can expect from the council and other services	A04P1	<p>Develop a children and young people plan that:</p> <ul style="list-style-type: none"> • Articulates the Mayor's vision for children and young people. • Ensures that Newham meets its statutory duties for children's services. • Establish a set of principles which can guide key decisions. • Reflects children's and young people's own views and ideas. • Draws from up-to-date evidence and projections about children and young people in Newham. 	Jun-20	Councillor Sarah Ruiz Councillor Carleene Lee-Phakoe Councillor Julianne Marriott Councillor Jane Lofthouse	Tim Aldridge	Nasima Patel/Frances Winter		<p>There have been delays in the production of the CYP plan given the pending arrival of LBN's new CYP Commissioner and the permanent DCS. However, the core element of this objective - a strategic vision for children and young people in Newham and agreement with partners on a series of priority outcomes to be achieved - will be met by November 2019 through work led by Tim Aldridge and supported by the CYPs chair; this will form the basis of the high level priorities required for the refreshed corporate plan as well as the basis for the CYPP.</p> <p>The objective will then be to complete the CYPP by March 2020 with a launch in May/June 2020.</p>
Work with partners to reduce youth violence and increase young people's feelings of safety	A10P1	Establish a Youth Safety Board to develop new ways of combatting the violence and crime that disrupt our communities and harm our young people by:	Mar-19	Mayor Rokhsana Fiaz	Tim Aldridge	Frances Winter		The Youth Safety Board has been formed and has met three times.
	A11P1	Building a clear understanding of the community's and young people's safety concerns and the drivers of violence and exploitation in Newham	Nov-19	Mayor Rokhsana Fiaz	Tim Aldridge	Frances Winter		Engagement activities complete and an evidence paper is under preparation.
	A12P1	Developing a five year multi-agency Youth Safety Action Plan	Nov-19	Mayor Rokhsana Fiaz	Tim Aldridge	Frances Winter		On track for agreement by the Board in November 2019.
	A13P1	Providing oversight and accountability to drive forward implementation of high quality, well-evidenced work on youth safety where young people's views and ideas are centre-stage	Mar-20	Mayor Rokhsana Fiaz	Tim Aldridge	Jason Strelitz		The Youth Safety Board established by the Mayor is in progress, supported by an evidence sub group. It is on track to deliver a report and recommendations by November 2019. Recommendations will cover leadership and accountability. At the same time other initiatives are taking shape in the borough to support this agenda including recruiting to the new youth work posts, development of the Keeping Safe initiative and a proposed new early intervention initiative led by the Youth Offending Service.

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Strengthen pathways for children in care and on the edge of care to ensure we intervene early and embed a focus on safeguarding across Council functions	A14P1	Update of needs assessment to inform the Looked After Children Sufficiency strategy	Sep-19	Councillor Sarah Ruiz Councillor Carleene Lee-Phakoe	Tim Aldridge	Philip Williams		Updated needs assessment delivered and incorporated into latest draft of LAC Sufficiency Strategy.
	A15P1	Establish a Complex Safeguarding Hub	Aug-19	Councillor Sarah Ruiz Councillor Carleene Lee-Phakoe	Tim Aldridge	Roisin Madden		Service now launched and live. Action completed.
	A16P1	Refresh early help needs assessment	Mar-19	Councillor Sarah Ruiz Councillor Carleene Lee-Phakoe	Tim Aldridge	Nasima Patel		Analysis is ready and disseminated. Findings to be utilised in wider transformation work.
	A17P1	Review the family nurse partnership for young mothers to explore how it could be enhanced	Dec-19	Councillor Sarah Ruiz Councillor Carleene Lee-Phakoe	Tim Aldridge	Tim Aldridge		Service developments underway. The outcome of the national ADAPT review is expected in October 2019 which will enable greater flexibility to be incorporated into Newham's programme. The service is offering bespoke knowledge and training sessions, is now running a young parents group and is developing additional antenatal support.
Support children and young people's health and wellbeing	A18P1	Deliver an improved community based mental health service for all age groups	Dec-19	Councillor Sarah Ruiz Councillor Carleene Lee-Phakoe	Tim Aldridge	Philip Williams		CAMHS review of LBN commissioned services underway and maturity matrix for the HeadStart areas in progress - supported by commissioners and sustainability sessions for this grant funded service.

Priority 2 Building Communities



Lead: Mayor Rokhsana Fiaz OBE (Lead Member for Regeneration, Planning and Strategic Housing Delivery) and John Gray (Deputy Mayor and Lead Member for Housing Services)
Deputy: Councillor Shaban Mohammed (Deputy Cabinet Member - Housing Services)

Vision

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

Decent homes are the bedrock of people's lives and neighbourhood stability. Poor quality or unstable housing affects mental health, educational outcomes, social integration and much more. As in many parts of London, in Newham rents and house prices have continued to soar over the past decade while household incomes have not increased. Access to housing in the borough is increasingly out of reach for many.

To address this we will:

- increase the supply of homes available at genuinely affordable rent levels with a focus on quality
- reduce the numbers of homeless households living in temporary accommodation
- work with partners, including those in the voluntary sector and health service to strengthen our approach to supporting those sleeping on the streets

Measures

- Genuinely affordable homes started
- Families in Temporary Accommodation
- Satisfaction with the Repairs Service
- Housing repairs completed on time

Legend

	Action Completed		Severely off track to meet action by target date / high probability action will not be completed
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	Slightly off track to complete action by target date		

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Start building 100 new Council owned homes to be let at social rent levels with a target of at least 1,000 over four years, which will include homes for residents with disabilities.	A01P2	Implement our Housing Delivery Plan which clearly sets out how these homes will be delivered.	Mar-22	Mayor Rokhsana Fiaz OBE Councillor John Gray (Deputy Mayor) Councillor Shaban Mohammed	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Daniel Hill		This Corporate Plan priority will be delivered by the Affordable Homes for Newham Programme. The Programme for 2019/20 - 2021/22 has been agreed with the Greater London Authority (GLA) to deliver at least 1,000 starts on site by March 2022. 260 homes have been started by the programme so far (235 in 2018/19 and 25 in 2019/20 year to date). The delivery of homes started in 2019/20 is in line with milestones agreed with the GLA.
	A02P2	Undertake a detailed Strategic Housing Market Area Assessment and Housing Needs Assessment to understand the need in different parts of the borough and ensure we are delivering the homes in the right places.	Mar-20	Councillor Shaban Mohammed John Gray (Deputy Mayor)	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Amanda Reid / Bobby Arthur		This project is a joint venture between the Planning and Housing teams. A Strategic Housing Market Area Assessment and Housing Needs Assessment consultancy brief has been drafted by the Planning team and is being consulted on. LBN Officers have held discussions with neighbouring authorities (Redbridge and Havering) to scope a joint assessment. Discussions are ongoing (next meeting end of Nov-19). We aim to agree a way forward Dec-19/Jan-20 and go out to market Feb-20.
Ensure that at least 50 per cent of Council and private homes that are built in Newham over the next four years are let at social rents.	A03P2	Build on our successful bid for £107 million Building Council Homes for Londoners Fund, and submit bids to further available funding streams from central and regional government to support this ambition	Mar-20	Councillor Shaban Mohammed Councillor John Gray (Deputy Mayor)	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Kevin Kingston		Successful bid to the GLA Home Building Capacity Fund and received £292,000 revenue funding to support development of additional skills and capacity to deliver the housing programme. Partner in a successful joint East London bid for funding for development and construction training. On-going bid to Housing Infrastructure Fund for Custom House and Canning Town.

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
	A04P2	Consult directly with residents about producing a resident-led Masterplan for the future of the Carpenters Estate with a target of 50 per cent social rents.	Oct-18	Councillor Shaban Mohammed Councillor John Gray (Deputy Mayor)	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Kevin Kingston		A programme of meetings with residents has been held since Autumn 2018. Refreshed Joint Resident Steering Group (JSRG) and resident engagement workshops to be carried out from Summer 2019 for the purpose of producing future options and ultimately preferred option to be taken to Cabinet in December 2019. The Council will continue to work with residents on the emerging masterplan throughout the planning application process. There is a planned resident ballot by the end of 2020 with planning application submitted early in 2021 subject to the outcome of the ballot.
	A05P2	Redefine the role of Red Door Ventures enhance governance and accountability to ensure delivery of 50% of all their homes being built to be let at social rents with long term tenancies	Sep-19	Councillor Shaban Mohammed Councillor John Gray (Deputy Mayor)	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Deborah Heenan		Red Door Ventures re-purposed in Cabinet Paper in Oct.2018. 300 new starts on-site as of 31 March 2019. On track for 50% social rent levels for RDV properties.
Increase community engagement in development and redevelopment of housing and neighbourhoods	A06P2	Review planning processes to be more transparent and enable more resident input.	Mar-20	Councillor Shaban Mohammed	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Amanda Reid		The statement of Community Involvement has been developed in consultation with the Lead Member and wider member group. A draft document went out for public consultation July/Aug 2019. Consultation Report has been produced. Further comms work will be conducted over coming months to obtain more resident input. In tandem, the Council has produced its new Neighbourhood Planning Guide, which will be published before the end of Dec 2019.
	A07P2	Deliver greater involvement of residents and residents groups over Carpenters Estate and Custom House Regeneration	Mar-20	Councillor Shaban Mohammed	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Kevin Kingston		Local Office established on both Carpenters and Custom House area to enable visible presence on these estates and enable greater community engagement. Carpenters estate: A Programme of meetings with residents has been held since Autumn 2018. Refreshed Joint Resident Steering Group (JSRG) and resident engagement workshops to be carried out from Summer 2019 for the purpose of producing future options and ultimately preferred option to be taken to Cabinet in December 2019.
	A08P2	Identify appropriate sites where there may be an appetite to establish a Community Land Trust or draw from this model	Mar-20	Councillor Shaban Mohammed	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Kevin Kingston		Sites to be identified as part of the regeneration programmes in Custom House, Carpenters and Housing Delivery programme.
	A09P2	Establish a resident engagement team to support this work and reinstate resident forums	Sep-19	Councillor Muzibur Rahman Councillor Shaban Mohammed	Donna Morelli	Laura Barker / Kevin Kingston		Creation of Housing Liaison Service completed in July 2019. Tenant and Leaseholder forums held across the borough (eight in total). Implementation of action plan for resident engagement underway.
	A10P2	Launch a survey of council homes, and plan improvement works programme which will invest £120m over the next three years.	2023	Councillor Shaban Mohammed	Donna Morelli	Ian Mills		Three year capital programme for stock improvement agreed by Cabinet in Feb-19. Programme development and procurement in year 1. Site work to commence shortly to ensure delivery of programme.
Reduce fraud and other misconduct in local Right to Buy applications	A11P2	Set up a process rigorously to scrutinise all right to buy applications.	May-22	Councillor John Gray (Deputy Mayor)	Donna Morelli	Shiraz Bhaji		Reviewed in May 2019 which resulted in reduction in RTB housing applications. In January 2018, Newham Council was the first council to implement an online RTB application system which not only increased efficiency but enhanced the prevention of fraud. In addition to rigorous tenancy and credit checks along with the use of Newham's Data warehouse, officers also carry out home visits to the tenant's property to confirm whether the applicant is using the property as their only and principal home. Pre-sale office meetings are held where the tenant is required to submit all required original proofs. Information is cross-checked with other departments including Housing Benefit where over 200k has been recovered in HB overpayments. This has also led to repossession of council properties where sub-letting has been discovered.
	A12P2	Assess the impact of Right to Buy in Newham to inform a robust response to government	May-22	Councillor John Gray (Deputy Mayor)	Donna Morelli	Megan Scott		The Public Affairs Team has undertaken initial work to support this.

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Ensure homeless households are housed in the borough wherever possible	A13P2	Review and update approach to housing allocations and out-of-borough placements	May-20	Councillor John Gray (Deputy Mayor)	Donna Morelli	Shiraz Bhaji		Options for reforming the housing allocations process (waiting list) is being developed to enable the council to allocate housing more fairly and in line with the current administration's priorities. A paper identifying the options will be presented to the Mayor and to Cabinet.
	A14P2	Explore innovative forms of temporary accommodation and develop support services to prevent a return to being homeless	Mar-20	Councillor John Gray (Deputy Mayor)	Donna Morelli	Frank McCool		This key action includes a number of initiatives, not all of which will meet the target date because of external influences beyond our control. Key to our innovative approach is to join a London Councils procurement initiative to acquire private rented sector accommodation, through a SPV entitled Capital Letters Ltd. Membership of Capital Letters will be in place from April 2020. However, all the preparation work for the application will be completed and all other initiatives are on track to be in place by the target date.
Reduce the number of people living on the streets and ensure they are treated with compassion	A15P2	Use grant funding to deliver additional emergency accommodation for the most vulnerable street homeless	Mar-20	Councillor Zulfiqar Ali	Colin Ansell	Margaret Gates Adrian Duffy		Funding from the Ministry of Housing Communities and Local Government (MHCLG) has been utilised to procure emergency accommodation. Longer term funding requirements will be established through the Homelessness Taskforce. We currently have 54 RS clients in emergency beds.
	A16P2	Build on the ongoing Housing First pilot to improve support for homeless people with complex needs.	Mar-20	Councillor Zulfiqar Ali	Colin Ansell	Margaret Gates Adrian Duffy		The Housing First Pilot was used to offer up to 12 bed spaces for people with complex needs. The capacity has now been extended to 14. Longer term funding requirements will be established through the Homelessness Taskforce.
	A17P2	Work with the homelessness co-production forum to ensure those with experiences of homelessness can feed views that support design of services	Mar-20	Councillor John Gray (Deputy Mayor)	Colin Ansell	Margaret Gates Karl Henson		Work with the Homelessness Co-production (Newham Homelessness Action Group – NHAG) forum continues. As part of the Homelessness Taskforce, people with lived in experiences will be consulted on future service and pathway design. The NHAG have contributed to the development of the Homelessness and Rough Sleeping Strategy and the final draft will be presented for discussion on 19.11.19 to an extra-ordinary meeting of the NHAG. The NHAG membership continues to be representative of people with lived experience at the Taskforce Meeting and related sub-groups.
Build on the Council's Private Landlord Licensing scheme to pursue private landlords more vigorously	A18P2	Monitor compliance, regulate and pursue those who fail to licence or flout property licensing and housing disrepair law, through the course of the five-year private rented licensing scheme.	Mar-23	Councillor John Gray (Deputy Mayor)	Donna Morelli	Anthony Quinn		While new officers should be in post by Dec 2019, some empty posts still remain. Require new recruitment campaign in 2020. We are building capacity to ensure the compliance inspection programme is on track.
	A19P2	Work with tenant rights groups to ensure that tenants are aware of their rights and how to report concerns to the Council.	Mar-20	Councillor John Gray (Deputy Mayor)	Donna Morelli	Anthony Quinn		The team is signposting tenants to other stakeholders or giving applicable information. The team will continue to work with tenant rights organisations and has an operational relationship with Justice for Tenants. There is a plan to seek training from Shelter and to meet with other relevant organisations. We are currently developing an integrated advice service for local renters which will be delivered via surgeries across the borough.

Priority 3 Community Wealth Building



Lead: Mayor Rokhsana Fiaz OBE (Lead Member for Regeneration, planning and Strategic Housing Delivery) and John Gray (Deputy Mayor and Lead Member for Housing Services)
Deputy: Councillor Shaban Mohammed (Deputy Cabinet Member - Housing Services)

Vision

Building a strong economy that supports local businesses, nurtures talent and provides opportunities for all

We want all local people to enjoy the benefits of economic growth in our borough. Growth and inward investment have too often failed to benefit all of Newham's residents. We will realise more of the potential of growth for our community, residents, local businesses, and our voluntary sector. That will help to achieve a fairer and more prosperous Newham.

The Council will:

- Use our purchasing power and influence to keep wealth in the local economy
- Support businesses to increase the number of higher skilled, and higher paid jobs available to our residents, and help our residents improve their skills
- Help young people to get access to the very best opportunities, regardless of their background.

Measures

- Employment rate
- Jobs below London Living Wage
- Council spend locally

Legend

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	Slightly off track to complete action by target date		

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Improve and increase employment opportunities for residents	A01P3	Review Workplace and ensure a focus on quality jobs and support for vulnerable, under-represented groups	Oct-19	Mayor Rokhsana Fiaz OBE Councillor John Gray (Deputy Mayor)	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Jane Sherwood		Review of Workplace has been completed. The next steps are receiving detailed feedback and agreeing an action plan for implementation of the agreed recommendations.
	A02P3	Become a Living Wage employer, and support others in the borough to do so by establishing a Living Wage Unit	Oct-20	Mayor Rokhsana Fiaz OBE Councillor John Gray (Deputy Mayor)	Daniel Fenwick/ Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Daniel Fenwick		<ul style="list-style-type: none"> • LBN fully compliant with all directly employed staff • £3m allocated to ensure that care workers are paid Living Wages with a further £6m in the budget until 2021/22 • Compliance in suppliers and gaps identified and remedial steps in place • Awaiting final assessment of financial viability / cost • Announcement of new LLW in November may require further reassessment of cost (as Newham will be expected to pay new higher rate immediately rather than within 6 months), or delay until May 2020.
	A03P3	Review contract conditions to require suppliers to offer benefits for the local community such as employment opportunities wherever possible.	Nov-19	Councillor Terence Paul Councillor Steve Brayshaw	Daniel Fenwick/ Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Ross Duguid		Social Value toolkit has been completed. Part of the way this will be used is to require firm 'pass/fail' commitments in tender responses to deliver. Proposed tender and contract clauses are with legal for review.

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
	A04P3	Support and nurture new and existing small businesses to create jobs	Mar-20	Councillor Terence Paul	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Jane Sherwood		Baseline information collected as part of the Borough's Economic Strategy, phase 1 and will feature as a key objective in the emerging strategy and action plan to be agreed by the end of quarter 3 19-20. Work continues to support SMEs via chamber of commerce and a telephone advice service through Economic Regeneration. Identified as a new intervention to be included within a refocussed Workplace Service.
Increase skills levels in the borough and strengthen pathways from education and training to employment	A05P3	Develop a skills strategy for Newham including a focus on young people and apprenticeships.	Dec-19	Councillor Steve Brayshaw Councillor Julianne Marriott	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall) / Terry Reynolds	Jane Sherwood		A skills element has been identified within the Community Wealth Building Strategy (October 2019) the emerging Economic Strategy (Dec 2019) and the Economic Purpose of the Royal Docks document. Discussions will take place to agree whether a an additional and separate skills strategy document is required.
	A06P3	Promote continued community access to affordable adult learning and skills training	Mar-20	Councillor Steve Brayshaw	Terry Reynolds	Angel Grygorcewicz		Adult learning is determined by grant conditions set by the Greater London Authority (GLA). Within this, the service has kept fees low and flexible delivery in different locations has promoted community access. We are also now offering a more diverse Community Learning offer, targeting health and wellbeing, introducing free workshops and tasters on new subjects. The aim is to diversify the offer to residents. In addition, the service plans to offer 10% off all its courses for all LBN staff (Level 2 or below), many of whom are also Newham residents with the aim to support quality of life, promote health & wellbeing as well as support professional development.
Work with all our partners to use our procurement and supply chain to spend public money locally to support Newham businesses	A07P3	Review the Council's spend and procurement activity and strategy, including the weighting of social value activity for contractors.	Nov-19	Councillor Terence Paul	Daniel Fenwick	Ross Duguid		The social value toolkit has been developed and the procurement team trained on this. This includes use of the national TOMS framework to allow social value measures of high priority to council to be weighted as part of tender response and evaluation and will start to be applied to tenders in October 2019. Exercise underway with Centre for Local Economic Strategies (CLES) to segment our supply base by industry sector to help identify local provider opportunities.
	A08P3	Increase the use of Dynamic Purchasing Systems (DPS) which allow new suppliers to join at any time	Nov-19	Councillor Terence Paul	Daniel Fenwick	Ross Duguid		Implementation of various measures to reduce SME barriers to entry previously identified (of which DPS is one) have commenced: - Price/quality evaluation framework to ensure proportionate evaluation of bids has been developed, agreed by cabinet and council, guidance documentation developed and is now being applied to tenders. - Contract standing orders being revised to include stronger provisions around use of local businesses. - ongoing involvement in local supplier events
Improve partnership with the voluntary sector to support community wealth building	A09P3	Deliver a strategic review of community spaces that recognises wider social value	Oct-19	Councillor John Gray (Deputy Mayor)	Ian O'Donnell	Caroline Rae/ Mohamed Hammoudan		- Evaluation of all Community Centres completed March 2019 - Engagement with the voluntary and community sector on social value completed June-July 2019 - Draft social value matrix completed May 2019 - Financial modelling of social value matrix completed June 2019 Social Value Policy written July 2019 - Community Centre Strategy completed July 2019 Cabinet paper submitted for CMT October 2019
	A10P3	Continue council's resilience planning for potential impact of Brexit.	Oct-19	Councillor Terence Paul	Kevin Kewin	Patrick Cunningham		The Council has developed a Brexit Strategic Plan, Communications Plan, and Risk and Impact Log. Council Steering Group is meeting monthly and pan-London reporting is happening weekly.
	A11P3	Review and mitigate potential impacts on council, residents and economy through the Newham Brexit Board.	Oct-19	Councillor Terence Paul	Kevin Kewin	Patrick Cunningham		Brexit Board will meet again by Conference Call once EU leaving date is confirmed. Impacts on local economy and residents also being considered by internal Brexit Steering Group.

Priority 4 An Environment for All



Lead: Councillor James Asser (Cabinet Member – Environment, Highways & Sustainable Transport) and Councillor James Beckles (Cabinet Member - Crime & Community Safety)

Vision

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

We want our residents to be proud of our local area and enjoy our surroundings. It is important that we have accessible and high quality open and green spaces for people to enjoy and encourage greater physical activity, and that our roads and streets are well maintained. We want more people to respect our local environment, and to stop issues like fly-tipping with positive behaviour change and robust and targeted enforcement.

Measures

- Street cleanliness: Litter
- Street cleanliness: Detritus
- Street cleanliness: Fly-posting
- Fly tips collected on time

Legend

	Action Completed		Severely off track to meet action by target date / high probability action will not be completed
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	Slightly off track to complete action by target date		

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Improve resident satisfaction with parks, open spaces and neighbourhoods in the borough	A01P4	Strengthen planning processes to encourage greater resident input and increase the quality of urban design	Dec-19	Mayor Rokhsana Fiaz OBE	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Amanda Reid		The Council's Design review panel has been reviewed and now comprises a refreshed cohort of independent professionals. The statement of Community Involvement has been developed in consultation with the Lead Member and wider member group. A draft document went out for public consultation July/Aug 2019. Consultation Report has been produced. Further comms work will be conducted over coming months to obtain more resident input.
	A02P4	Deliver a parks strategy that will invest in our parks and increase use	Mar-20	Councillor James Asser	Jamie Blake	Mark Perkins		A draft strategy has been prepared but requires further consultation and challenge.
	A03P4	Increase number of parks in the borough with green flag status	Mar-20	Councillor James Asser	Jamie Blake	Mark Perkins		Currently only Plashet Park has a Green Flag - awarded 2018 and retained 2019. Currently there is no resource to progress further applications pending the insourcing of Grounds Maintenance Services and re-establishment of a Parks & GreenSpaces team.
	A04P4	Increase number of residents-led initiatives	Nov-19	Councillor Charlene McLean Councillor Muzibur Rahman	Donna Morelli	Ian Mills		Resident-led improvement scheme launched at tenant and leaseholder forums in August and September 2019. Resident forums to identify schemes for their local communities.
Work with the GLA and other bodies to contribute to improved air quality	A05P4	Deliver a local action plan on improving air quality in the borough	Dec-19	Councillor Mas Patel	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Amanda Reid		The draft air quality action plan (AQAP) and Air Quality Management Area are due to be considered by Council in November for adoption.
Increase the use of sustainable transport methods	A06P4	Publish a Local Implementation Plan which commits the Council to make improvements to encourage greater use of sustainable transport in line with the Mayor of London transport strategy	Aug-19	Councillor James Asser	Jamie Blake	Graham Cox/Murray Woodburn		The LIP has been submitted to the Mayor of London, currently awaiting notification of approval any time from now. The LIP has been commended for quality of delivery plan and objective.
	A07P4	Introduce at least three Liveable Neighbourhood areas securing funding from TfL	3-5 year delivery (by 2024)	Councillor James Asser Councillor Muzibur Rahman	Jamie Blake	Graham Cox/Murray Woodburn		One bid was successful in securing seed funding (Freemasons Road/Custom House area) and a stage 2 bid for implementation will be submitted in Nov 2019. Two further bids were submitted last year, and although highly commended, were not successful in securing funding.

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Improve recycling rates	A08P4	Maintain investment in visiting team and conduct communications campaigns seeking to influence behaviour change and improve recycling rates	Apr-20	Councillor James Asser	Jamie Blake	Dave Humphries		<ul style="list-style-type: none"> Several projects, specifically designed to realise resident behaviour change, have been delivered directly by the Visiting Team and will continue to be delivered over the course of the year Projects have been designed to tackle recycling quality and quantity, waste reduction and recycling contamination issues and are now being implemented
	A09P4	Increase work of visiting teams in schools	Apr-19	Councillor James Asser	Jamie Blake	Dave Humphries		<ul style="list-style-type: none"> Since the beginning of 2019/20 the Visiting Team profile has been raised significantly both internally (new internal news letter) and externally They Visiting Team has developed extensive community engagement routes via the Neighbourhoods groups, Religious community groups, Newham's libraries and all Newham schools The Visiting Team has also begun promoting all of their engagements via the Newham Twitter account
Reduce instances of fly-tipping and improve public perception on the Councils approach to street cleaning	A10P4	Establish pilot behavioural change programmes and increasing personal responsibility of residents	Feb-20	Councillor James Asser Councillor Mas Patel	Jamie Blake	Dave Humphries		<ul style="list-style-type: none"> LBN is currently working in partnership with Keep Britain Tidy to deliver a range of behaviour change pilots that have been designed raise awareness of what constitutes fly-tipping Each pilot includes the delivery of correct waste and recycling management communications for residents in the selected areas
	A11P4	Remove charges for bulky waste collection, monitor and review impact of fly-tipping after 1 year	Apr-19	Councillor James Asser	Jamie Blake	Dave Humphries		Charge was removed in April 2019. Fly tipping and bulky waste data is being reviewed quarterly
	A12P4	Continue robust monitoring of districts through contract management	Apr-20	Councillor James Asser	Jamie Blake	Dave Humphries		<ul style="list-style-type: none"> Stringent administration is already in place to monitor and record the delivery of the street cleansing service The LBN commissioning team maintains daily communication with the districts to closely monitor the day-to-day business as usual. Monthly meetings are also used to manage any higher level reviews of the service and are equally robustly documented.
	A13P4	Review street cleaning services	Aug-19	Councillor James Asser	Jamie Blake	Andrew Ireland		External review expected mid November 2019.
	A14P4	Bring grounds maintenance back in house to provide more local direction	Jan-20	Councillor James Asser	Jamie Blake	Dave Humphries		Corporate working team established to deliver against detailed project plan which is updated monthly. All key tasks (including vehicle and machinery procurement) are on track. Key risks at this stage include one-off budget pressures, TUPE transfer/recruitment issues and Brexit).
	A15P4	Develop the Newham Neighbourhood Programme which will see improvements made to shop fronts, introduce murals, and improve underpasses.	Dec-20	Councillor Charlene McLean Councillor Muzibur Rahman	Corporate Director of Inclusive Economy and Housing (currently Conrad Hall)	Kevin Kingston		Now called Shape Newham. First Citizens Assemblies have happened. Second round of Assemblies are currently ongoing. Cabinet report due to be considered in December 2019.
Create a fair and consistent parking scheme for local residents and businesses	A16P4	Consult on, implement and communicate a review of parking policy	Oct-19	Councillor James Asser	Jamie Blake	Graham Cox		Consultation with local residents has taken place, with an additional poll survey to help shape the final parking policy. This will be progressed by 2019/20.

Priority 5

Quality of Life

Lead: Councillor Zulfiqar Ali (Cabinet Member - Health & Adult Social Care)

Deputy: Councillor Firoza Nekiwala (Deputy Cabinet Member - Health & Adult Social Care)

Vision

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

Newham faces a number of considerable health challenges, despite having a relatively young population. It is critical that we work closely with our health partners to address some of the biggest threats to our residents' physical and mental health. Understanding the impact of wider social factors and creating an environment which supports healthy behaviours is central to improving health outcomes in Newham.

We want people of all ages in Newham to have high aspirations and feel they can achieve them. Our health and social care offer must support people to prevent poor health and also to manage conditions better if they do arise, and we must work across the council to address wider issues, such as poor housing, that impact on people's health and wellbeing. We will work with partners to support healthier individuals, healthier families, healthier schools and healthier work places by encouraging a 'health in all policies' approach.

Measures

- Adult Social Care Carer Satisfaction
- Adult Social Care Customer Satisfaction
- Adult Social Care customers reassessed and reviewed in year
- Safeguarding enquiries - desired outcomes achieved
- Safeguarding enquiries - risk reduced or removed
- Adult Social Care new Customers Assessed on time

Legend			
	Action Completed		Severely off track to meet action by target date / high probability action will not be completed
	On track to complete action by target date		Action not completed
	Slightly off track to complete action by target date		

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Improve health outcomes in Newham	A01P5	Identify the key lifestyle factors that impact on the major causes of ill health in the borough.	Mar-20	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Jason Strelitz / Adeola Agbebiyi		Needs assessment work with qualitative and quantitative analysis is 85% complete. The major causes of premature ill health and mortality are identified and their relationships with each other and residents' lived experience is being explored further. 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. A highlight report produced for the Newham Wellbeing Partnership in Sep-19 has been delayed until the upcoming Nov-19 meeting while NWP work on integration continues with our partner Carnell Farrah. In addition a whole systems approach to improving the quality of health is being developed through the Health and Wellbeing Strategy.
	A02P5	Draw upon data and evidence to identify Council and partner activity, potential pilots and review current non-mandated spend.	Mar-20	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Jason Strelitz / Jonathan Cox		Non-mandated areas of spend have been identified together with outputs and activity in recipient services. An outcomes framework is being developed to determine value for money in neighbourhood community services which will be implemented in early 2020. Potential pilots are being considered through the Health and Wellbeing Strategy development.
	A03P5	Work across Council directorates to ensure health is a consideration in policy development.	Mar-20	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Jason Strelitz / Sally Burns		Public Health has begun to engage with colleagues on the impacts of air quality specifically whilst a whole systems approach is being developed to develop the health in all policies approach further. The development of a new Health and Wellbeing Strategy during 19/20 will support this aim. Elements of the approach to this were presented at SLT (18/7/19).
Improve access to and quality of services and facilitate the mental wellbeing of residents	A04P5	Identify how the Council can add value to the local mental health offer and support other providers to improve provision of and access to services.	Apr-20	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Tony Jobling		- LBN and East London Foundation Trust successfully bid for transformation funding change the model for Mental Health services - Development of revised pathways to improve Mental health offer (Jan 2020) - Business case for change to be developed (Dec 2019)

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
	A05P5	Assess Council activity to ensure mental health is a consideration in both internal and external policies	Apr-20	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Tony Jobling		ASC is committed to working with our stakeholders including coproduction, health, commissioning and various groups and forums that take place across Newham to share and develop existing or new policies. - Associate Director for collaborative commissioning is undertaking a review of internal LBN policies to ensure that MH where appropriate is considered (November 2019) - As our key partner, the associate director will also review local CCG and NHS policies as part of the process. (Mar 2020)
Improve quality and accessibility of local services	A06P5	Champion the case for local health systems that are responsive, accessible and integrated.	Apr-20	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Director of Commissioning Health, Housing & Social Care		*Cabinet noted the establishment of Newham Wellbeing Partnership to lead development of borough based integrated health and Care, ensuring that systems are responsive, accessible and integrated. * Several strategic and enabling work streams have been created to review existing services and develop new models of care. * Development of new Public Health and Health and Wellbeing Strategy underway - with priorities that underpin the requirement for local health systems (Mar 20). *Work now underway to finalise structures for an integrated commissioning function with the CCG and part of the Corporate restructure (end of March 2020).
	A07P5	Support the CCG in efforts to improve primary care services and channels of communication with residents.	Apr-20	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Director of Commissioning Health, Housing & Social Care		* Newham's Primary Care Networks have now been agreed at a local level and are close to being agreed by NHSE. Likely to be 10 across Newham. * Neighbourhood based Joint Strategic Needs Assessments are in development, which will enable neighbourhood based Health and Social Care action plans to be produced. *Newham Wellbeing Partnership (NWP) has created an Engagement and Communication work stream to ensure residents are involved in the reviewing and co-designing of services. * Review of social prescription activity across organisations with the development of a new model for social prescribing in progress.
	A08P5	Ensure the developing integrated care system's commissioning processes have joint clinical leads and elected representatives.	Apr-20	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Director of Commissioning Health, Housing & Social Care		* Complete. The governance for Newham Wellbeing Partnership (NWP) is chaired by a clinician and the lead member for health and ASC attends the NWP Delivery Board and a number of work streams.
Maximise funding for Adult Social Care	A09P5	Continue to press government to introduce a solution for care costs which meets the real care needs of our older people and which all our residents can afford	Apr-20	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Tony Jobling		* Completed ADASS Budget survey participation to contribute towards the overall challenges in Adult Social Care * DASS and S151 officer participated in interviews with the Department of Health impact of recent funding changes on the Adult Social Care landscape which will be used for consideration as part of the spending review. * Later actions will relate to active participation in response to the Social Care Green paper which has yet to be published
Ensure adult safeguarding practices are embedded across Council services	A10P5		Apr-20	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Karen Bohan / Mandy Oliver		* Session arranged for Senior Leadership Forum in November 2019 * Attendance at Departmental Management Team meetings to raise awareness and identify areas for improvement of safeguarding practices. * National Safeguarding Awareness week 18/11/19 - 22/11/19 Safeguarding Governance Team is holding a stall outside The Retreat (Dockside) to provide information and guidance on safeguarding to all Newham staff.

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Increase resident satisfaction with adult care services for both users and carers	A10P5	Deliver and review the Newham Living Well Locally pilot, aiming to provide better home care for vulnerable adults.	Mar-19	Councillor Zulfiqar Ali Councillor Firoza Nekiwala	Colin Ansell	Tony Jobling		<p>In Feb-19, a progress / evaluation report was provided to the Executive Director of Strategic Commissioning, Cabinet Member for Health and Adult Social Care and the Mayor. The report provided an overview of risk, learning captured to date and the Council's financial position (in relation to the pilot). Following receipt of this document and further discussion, it was agreed to wind down the Living Well Local pilot to end on the 31.03.2019 as it no longer reflected the Council's political priorities and it would be unlikely that further learning would occur in the remaining few months.</p> <p>Four of the then remaining eight LWL Workers have been successfully employed as Enablers within the Council's Enablement Team. The lead Commissioner continues to work in partnership with the Registered Manager of the Enablement Service to explore how the positive learning from the pilot can be incorporated into this provision.</p>
Increase positive experience of care and support for children and young people with mental health issues	A11P5	Increase positive experience of care and support for children and young people with mental health issues	Apr-20	Councillor Sarah Ruiz Councillor Carleene Lee-Phakoe	Tim Aldridge	Philip Williams		<p>The review of the current CAMHS therapists across early help, children social care, education and YOT has been completed and a new service model is currently being developed & finalised. Full implementation will take place from April 2020 with a transition process being put in place in the interim.</p> <p>Please note that the target date has been adjusted to Apr-20. This is due to a new Director of Children's Services starting and for governance and sign-off purposes. In addition, during consultation with stakeholders it became clear that a more gradual phased introduction of the new model (a transition from individual embedded workers into three new teams) would be the most effective way of making this change which will be fully implemented in Apr-20.</p>

Priority 6

An Efficient and Effective Council

Lead: Councillor Terence Paul (Cabinet Member - Finance & Corporate Services) and Councillor Charlene McLean (Deputy Mayor - Lead Member for Community Neighbourhoods)
Deputy: Councillor Muzibur Rahman (Deputy Cabinet Member - Community Neighbourhood) and Councillor Ann Easter (Commissioner for Interfaith & interreligious Dialogue)

Vision

Making Newham Council work better for everyone.

This plan sets out an ambitious and challenging policy and service delivery agenda for the Council in 2019/20. We are going through major change to realign the organisation, and to build the capability to deliver the Vision and Priorities. Building an organisation that is fit to deliver for the long term is therefore one of priorities in the next 12 months. We intend to:

- Engage and empower our workforce to focus on improving outcomes for our residents
- Build and maintain effective relationships with partners including the health service, local businesses, and the police
- Improve communication between residents and the Council, ensuring that we are a responsive organisation and involving residents in decision making
- Adopt a comprehensive and robust approach to equality and diversity in service delivery and as employers
- Modernise our systems, including our digital infrastructure, to support smarter ways of working

Measures

- Stage 1 complaints responded to on time
- Expenditure in line with budget and financial plans
- Sickness absence (Average days)
- Levels of staff engagement
- Resident satisfaction

Legend			
	Action Completed		Severely off track to meet action by target date / high probability action will not be completed
	On track to complete action by target date		Action not completed
	Slightly off track to complete action by target date		

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Align our organisation to the Vision and Priorities	A01P6	Complete a re-structuring of the Council and the recruitment of a new senior management team.	Mar-20	Councillor Terence Paul	Althea Loderick	Ian O'Donnell / Ben Plant		Phase 1 recruitment campaign successfully concluded for Corporate Directors of Resources, Children and Young People, Adults & Health, Environment & Sustainable Transport, Children's Commissioner, and People, Policy and Performance. Phase 2 due to commence in October 2019, focused on the one outstanding Corporate Director role (Inclusive Economy and Housing) plus all vacant Director and Assistant Director roles.
	A02P6	Establish a Values Commission.	Mar-20	Councillor Terence Paul	Althea Loderick	Ian O'Donnell / Ben Plant		Please note that the 'Values Commission' work has been incorporated into the council's culture change programme. As such, the target date for this action has been realigned with the programme. New values and behaviours have been co-produced with staff and approved by CMT. An initial launch is scheduled for October 2019, which will be followed by a wide-ranging culture change programme designed to embed the values and behaviours across the council.
Increase openness and transparency, and improve local democracy to genuinely involve residents in decision making	A03P6	Establish the Democracy and Civic Participation Commission [and prepare for a referendum on changing Council governance in 2020]	Mar-20	Mayor Rokhsana Fiaz OBE	Kevin Kewin Daniel Fenwick	Jane Kennedy (D&CPC) Daniel Fenwick (Referendum)		The Democracy and Civic Participation Commission is now live.

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
	A04P6	Continue delivery of Citizen Assembly programme to involve residents in decision making.	Mar-20	Councillor Charlene McLean Councillor Muzibur Rahman	Ian O'Donnell	Mohamed Hammoudan		<p>- Currently in the process of delivering 8 hyper local Community Assemblies designed to enable local residents to monitor and evaluate the progress made against the community plans agreed in March 2019. Residents will be invited to a final community assembly in April – May 2020 to evaluate the community plans and provide recommendations regarding the design and methodology for future community assemblies and co-create the hyper local community plans.</p> <p>- May – Oct 2019 Resident Engagement and Participation (Community Neighbourhoods) has supported different service areas to deliver Citizens' Assemblies and resident engagement forums i.e. Shape Newham public forum, Housing Tenants and Lease Holders public forums, Public Health - Foundations of a Healthy Newham - Developing a Health & Wellbeing Strategy resident engagement forum</p> <p>- Oct 2019 - Feb 2020 the service will be providing guidance and advice regarding the delivery of the Climate Emergency Citizens' Assembly and the MTFS Newham's People's Budget forums.</p>
Workforce who are well engaged and focused on outcomes for residents	A05P6	Establish a new behaviour framework, and embed it within how we recruit, select, appraise, and promote staff.	Mar-21	Councillor Terence Paul	Ben Plant	Ian O'Donnell / Ben Plant		New values and behaviours have been co-produced with staff and approved by CMT. An initial launch is scheduled for October 2019, which will be followed by a wide-ranging culture change programme designed to embed the values and behaviours across the council.
	A06P6	Invest in staff development to improve skills and capabilities.	Mar-21	Councillor Terence Paul	Ben Plant	Ian O'Donnell / Ben Plant		A proposal to invest in staff development, drawing on the apprenticeship levy, has been drafted and will be considered as part of the budget-setting process.
	A07P6	Work towards achieving Investors in People status by the end of 2020.	Mar-21	Councillor Terence Paul	Ben Plant	Ian O'Donnell / Ben Plant		An assessment of the most appropriate accreditation/standard is being undertaken. Investors in People (IIP) may no longer be the most appropriate. The Mayor of London's Good Work Standard is being considered and a recommendation will be presented on the proposed accreditation in due course.
Adopt a robust and comprehensive approach to equality and diversity	A08P6	Secure accreditation through the Local Government Equalities Framework	Nov-19	Councillor Terence Paul	Kevin Kewin	Yvonne Howard		Template developed for capturing self assessment data across the directorates. Review of Service Plans undertaken to identify any BAU work with Equality, Diversity & Inclusion (EDI) relevance - these to inform areas for assessment. Next monthly milestones- meeting with Service leads to identify evidence of good practice and areas requiring further development. Develop EDI action plans based on service plans. Start to gather evidence for self assessment.
	A09P6	Review and update our internal policies and procedures, including anti-bullying and whistleblowing	Oct-19	Councillor Terence Paul	Kevin Kewin Daniel Fenwick	Jan Douglas - (anti-bullying) Jeremy Wellburn - (whistleblowing)		Whistleblowing - revised Whistleblowing policy approved by CMT in June. Approved by trade unions. Scheduled for discussion at Audit Committee on 6 November. Following this, awareness campaign will be promoted across the Council, in line with the culture change work.
Modernise our systems	A10P6	Implement the first tranche of a 'Smarter Newham' programme to improve our ICT, rationalise our use of buildings and estate, and better working conditions	Jan-20	Mayor Rokhsana Fiaz Councillor Terence Paul Councillor Zulfiqar Ali	Conrad Hall	Tony Morrison		<p>Work on improving our current infrastructure began in 2018. A number of infrastructure programmes that the Smarter Newham Programme is dependant upon have been delayed slightly and therefore the first tranche of the Smarter Newham Solution will commence during Dec-19 but will now complete in Jan-20. Please note that the target date has been changed from Dec-19 to Jan-20 to reflect this.</p> <p>The programme has now agreed the teams within each of the programmes tranches and the overall programme is currently still on track to complete in Apr 2021.</p> <p>Tranche 2 of the programme is about to commence with all staff affected invited to a number of staff awareness sessions in Nov-18.</p>

Objective	Ref	Key Action	Target Date	Lead Member	Lead Director	Lead Officer	Projected Status (at target date)	Comment to explain status
Provide good value for money and demonstrate our efficiency	A11P6	Deliver £2.7 million savings in operating costs	Mar-20	Councillor Terence Paul	Conrad Hall	Dave Baldock		This relates to savings from the Transition Programme and includes the Voluntary Redundancy Scheme that has just been launched. However, this is later than intended.
	A12P6	Develop and implement new internal control systems for financial management, procurement, and performance reporting.	Mar-20	Councillor Terence Paul	Conrad Hall	Dave McNamara (financial management, procurement) Kevin Kewin (performance reporting)		Financial Management / Procurement - Work in progress to set up the Internal Control Commission and agreeing terms of reference. Timescales will be agreed at this stage. Performance Management - A Performance Management Framework has been developed and is now operational. Work is on-going to refine and improve the process and to enhance reporting formats. Performance information is monitored on a quarterly basis and actions are monitored. Work to develop the corporate plan for 2020-21 has begun.
	A13P6	Through our annual budget setting process ensure the council balances its budget and has a financial plan to complement this corporate plan.	Mar-20	Councillor Terence Paul	Conrad Hall	Mizanur Rahman		- Jul-19 Newham's Cabinet report set out spending pressures faced by the council and the need to save approximately £45m over from 2020/21 to 2022/23 in order to balance its budget. - Cabinet report also set out the budget setting process and how this was linked to the strategic priorities. - Newham wants the process to be as open and transparent as possible: (1) budget simulator to be published which will summarise the financial position and enable residents to suggest how they would go about meeting the financial challenges. (2) LBN will then publish its draft budget which will be considered at a special Cabinet meeting on 7th December 2019. (3) Programme of extensive public engagement across the borough to discuss the budget proposals in January 2020. The results of this will be reported back, in public, to Cabinet for its meeting of 18th February 2020. (4) Newham's Councillors will meet on 3rd March 2020 to vote on final proposals.
	A14P6	Improve customer access strategy as part of 'smarter working programme', and ensure responses to resident queries with reasonable deadlines	Dec-19	Mayor Rokhsana Fiaz Councillor Terence Paul	Priya Javeri	Ron Springer		Draft copy of the Citizen Access Strategy has been completed for which Customer Services are a key Stakeholder. This was discussed at the Change Board. Strategy focuses on Right Service, Right Access, Right Level Strategy to include assisted services i.e. face to face Working Group led by the Digital Team has been created to ensure strategy is aligned to Digital, ICT and SWOW strategies
Improve responsiveness and quality of customer service	A15P6	Improve responsiveness and quality of customer service	Dec-19	Councillor Terence Paul	Donna Morelli	Ron Springer		New council structure agreed which has resulted in Complaints, Member Enquiries, FOI and DPA teams merging (Sep-19). This will result in better consistency in service delivery and approach. Performance Analyst and Service Delivery Team within Customer Services to provide support for the combined teams (Sep-19). New templates drafted for Complaints Team to standardise responses and also to add a more empathetic approach (Jul-19). This will be shared with the wider team. Audit of complaints and Member Services completed in Jul-19 and actions for improvement to be completed Dec-19.