






Mayoral Priorities

Corporate Plan - Action Status Monitoring

| 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 | 2 | 4 | 0 | 2 | 2 | 0 | 10 | 12% |
|  | On track to complete action by target date | 11 | 12 | 11 | 10 | 10 | 14 | 68 | 79% |
|  | Slightly off track to complete action by target date | 0 | 3 | 0 | 4 | 0 | 0 | 7 | 8% |
|  | Severely off track to meet action by target date / high probability action will not be completed | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1% |
|  | Action not completed | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Total Actions | | 13 | 19 | 11 | 16 | 12 | 15 | 86 | 100% |

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

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 | Legend | Description | Legend | Description |
|--|--------|--|--------|--|
| • Reduction in instances of crime and anti-social behaviour involving young people up to the age of 25 | | Action Completed | | Severely off track to meet action by target date / high probability action will not be completed |
| • % of Education, Health and Care plans completed within 20 weeks | | On track to complete action by target date | | Action not completed |
| • Number of care leavers in education, training or employment | | Slightly off track to complete action by target date | | |
| • Child Protection Plans – rate per 10,000 under 18s | | | | |

| 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 | S. McKenzie Peter Gibbs | | 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 Gibbs | | Work is progressing on details of proposal which schools willing to sign up to. 20 schools indicated they will subscribe, more expected in autumn. 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 | Sheila Roberts | Lynne Crank | | Recruitment campaign attracted 741 applications for 33 posts (concludes Aug-19) 100 interviews will be undertaken and will include Youth Panels drawn from a diverse cross section of young people from the Youth Zones and Children in Care Council. All have been trained to undertake the task. Aim to have all appointees in post, undertaking induction programme and delivering youth work by October 31st 2019. This will ensure that the four youth zones and the New Detached Youth Work Team will be able to meet the targets of increasing provision and opening times as outlined in the cabinet report which secured the £1.4m growth. The addition of 33 full time youth workers will ensure that the youth service is on target to deliver in 2019/20: • 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 but with vastly increased capacity to work inclusively with LAC/Young Carers/SEND/LGBTQ. • Enriched curriculum informed by the Annual Youth Surveys (completed Jul-19) and the contents of 2019 Youth Citizen Assemblies. • Increased opening times by 150% • Increased holiday programme availability 200% |
|---|-------|---|--------|-----------------------|----------------|-------------|--|--|

Priority 1 - Bright Futures

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

| Objective | Ref | Key Action | Target Date | Lead Member | Lead Director | Lead Officer | Status | Comments |
|--|-------|---|---------------|--|-------------------------|-----------------------------|--------|--|
| Deliver a positive vision for the future and clarity on what children and young people can expect from the council and other services | A04P1 | Develop a children and young people plan that: <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. | See comment | Councillor Sarah Ruiz Councillor Carleene Lee-Phakoe Councillor Julianne Marriott Councillor Jane Lofthouse | Children's Commissioner | Nasima Patel/Frances Winter | | Some preparatory work completed. Interim Children's Commissioner appointed to take forward appropriate actions. |
| 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 | Children's Commissioner | 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 | Children's Commissioner | Frances Winter | | Engagement activities nearing completion, an evidence and analysis group is meeting, is reviewing the data, and has begun scoping research. |
| | A12P1 | Developing a five year multi-agency Youth Safety Action Plan | Nov-19 | Mayor Rokhsana Fiaz | Children's Commissioner | Frances Winter | | On track for agreement by the Board in November 2019, with launch by end of FY 19/20. |
| | 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 | Awaiting info | Mayor Rokhsana Fiaz | Children's Commissioner | Jason Strelitz | | The Youth Safety Board established by the Mayor is in progress, supported by an evidence sub group. It is working towards a report and recommendations in the autumn. Colleagues from public health, policy and the youth service are supporting the work of the Board. At the same time other initiatives are taking shape in the borough to support this agenda including recruiting to the new youth work posts and development of the Keeping Safe initiative. |
| 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 | Elaine Redding | Sam Taylor | | 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 | Elaine Redding | Roisin Madden | | Recruitment process underway, partnership staff agreed, operational processes and pathways near completion. |
| | A16P1 | Refresh early help needs assessment | Mar-19 | Councillor Sarah Ruiz Councillor Carleene Lee-Phakoe | Elaine Redding | Nasima Patel | | Analysis is ready. Needs to be signed off by DMT, shared with internal and external partners. 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 | Elaine Redding | Helen Page | | 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 | Elaine Redding | Helen Page/ Sam Taylor | | 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 planned for August/ September 2019. |

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)

Priority 2: Building Communities - 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 | | | | | Legend | Description | Legend | Description |
|---|-------|---|-------------|--|---|--|-----------------------------------|--|
| • Number of genuinely affordable homes started | | | | | | Action Completed | | Severely off track to meet action by target date / high probability action will not be completed |
| • Numbers in temporary accommodation | | | | | | On track to complete action by target date | | Action not completed |
| • Timeliness and quality of repairs and maintenance (planned maintenance and reactive) | | | | | | 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 (vacant post) | Daniel Hill | | 235 homes started under the Affordable Homes for Newham programme in 2018/19 (227 London Affordable rent and 8 Shared Ownership). Programme for 2019/20 - 2021/22 now agreed with the GLA to deliver at least 1,000 starts on site by March 2022 |
| | 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. | On-going | Councillor Shaban Mohammed John Gray (Deputy Mayor) | Corporate Director of Inclusive Economy and Housing (vacant post) | Amanda Reid / Robin Cooper / Bobby Arthur | | This project would be 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. No budget is currently allocated for this this project and it is understood that this should be funded by Housing as this is a function of the Local Housing Authority. As such, the LHA will need to prepare a growth bid to enable this project to be funded once the scope is agreed, and the Local Planning Authority (LPA) will provide the resource to run the project on their behalf. |
| 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 | On-going | Councillor Shaban Mohammed Councillor John Gray (Deputy Mayor) | Corporate Director of Inclusive Economy and Housing (vacant post) | Robin Cooper | | 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. Ongoing bid to Housing Infrastructure Fund for Custom House and Canning Town. |
| | 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 (vacant post) | Robin Cooper | | 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 | | Councillor Shaban Mohammed Councillor John Gray (Deputy Mayor) | Corporate Director of Inclusive Economy and Housing (vacant post) | 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. |

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)

| Objective | Ref | Key Action | Target Date | Lead Member | Lead Director | Lead Officer | Projected Status (at target date) | Comment to explain status |
|--|-------|--|-------------|---|---|--|-----------------------------------|---|
| Increase community engagement in development and redevelopment of housing and neighbourhoods | A06P2 | Review planning processes to be more transparent and enable more resident input. | On-going | Councillor Shaban Mohammed | Corporate Director of Inclusive Economy and Housing (vacant post) | 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 on 21st June 2019 and will expire on 4th August. |
| | A07P2 | Deliver greater involvement of residents and residents groups over Carpenters Estate and Custom House Regeneration | On-going | Councillor Shaban Mohammed | Corporate Director of Inclusive Economy and Housing (vacant post) | Robin Cooper | | 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 | On-going | Councillor Shaban Mohammed | Corporate Director of Inclusive Economy and Housing (vacant post) | Robin Cooper | | 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 / Robin Cooper | | The regeneration service has identified posts to be positioned within a resident engagement team specifically relating to projects to be delivered under the Regeneration Programme. The resident steering group has been established on both Carpenters and Custom House programmes. |
| Improve quality of existing Council homes and estates and increase resident satisfaction | A10P2 | Launch a survey of council homes, and plan improvement works programme which will invest £120m over the next five years. | 2025 | Councillor Shaban Mohammed | Donna Morelli | Ian Mills | | Three year capital programme developed |
| 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 | Principal Public Affairs Officer (in post in Aug-19) | | LBN Public Affairs Team has been developing a campaign strategy to help deliver on this action. This will be picked up by the incoming Principal Public Affairs Officer when they start in August 2019. Pending further discussions with the Mayor, ending right to buy will form one of the key public affairs campaign initiatives of the current administration. |

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)

| 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 | | Strategy development in progress. Outline paper due for consultation with Members by Oct. 2019 |
| | 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) | Colin Ansell | 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. Unfortunately membership of Capital Letters has now been closed for this year and our application will not be considered until 2020/21. 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 | Awaiting info | Councillor Susan Masters | 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. | Awaiting info | Councillor Susan Masters | 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 | Awaiting info | Councillor Susan Masters | Colin Ansell | Margaret Gates Adrian Duffy | | Work with the Homelessness Co-production forum continues. As part of the Homelessness Taskforce people with lived in experiences will be consulted on future service and pathway design. |
| 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) | Sheila Roberts | Anthony Quinn | | We are behind schedule with our compliance inspection programme due to HR delays, lack of management and officers in post. To remedy will be recruiting in July/Aug. This is dependant on suitable qualified officers available. |
| | A19P2 | Work with tenant rights groups to ensure that tenants are aware of their rights and how to report concerns to the Council. | On-going | Councillor John Gray (Deputy Mayor) | Sheila Roberts | Anthony Quinn | | Work with tenant rights groups to ensure that private sector tenants are aware of their rights and are supported through direct action signposted to other stakeholders or given applicable information". We will continue to work with tenant rights organisations. We have operational relationship with Justice for Tenants. Plan to seek training from Shelter and will meet other relevant organisations. |

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)

Priority 3: Community Wealth 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 | Legend | Description | Legend | Description |
|---|--------|--|--------|--|
| • Number of residents in employment | | Action Completed | | Severely off track to meet action by target date / high probability action will not be completed |
| • Number of residents paid London Living Wage | | On track to complete action by target date | | Action not completed |
| • Increase in % of council spending locally | | 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 (vacant post) | Jane Sherwood | | This work is progressing. |
| | 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 Dep. Mayor John Gray | Daniel Fenwick/ Corporate Director of Inclusive Economy and Housing (vacant post) | Daniel Fenwick | | <ul style="list-style-type: none"> • LBN has already engaged Living Wage Foundation • LBN fully compliant with all directly employed staff • £3m allocated to ensure that care workers are paid Living Wages • Working towards changing terms of reference and identifying others in our supply chain • Formal launch to take place when terms of reference and identification of relevant have contract been finalised |
| | 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 (vacant post) | Ross Duguid | | Social Value toolkit under development which will be routinely used in tender process to ensure contractual commitments to deliver Community Wealth Building priorities in place |
| | A04P3 | Support and nurture new and existing small businesses to create jobs | On-going | Councillor Terence Paul | Corporate Director of Inclusive Economy and Housing (vacant post) | 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. |

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)

| Objective | Ref | Key Action | Target Date | Lead Member | Lead Director | Lead Officer | Projected Status (at target date) | Comment to explain status |
|---|-------|---|-------------|---|--|---------------------------------|-----------------------------------|--|
| 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 (vacant post)/ Terry Reynolds | Jane Sherwood | | There will be a skills element both within the Community Wealth Building strategy (October 2019) and the emerging economic strategy (Dec 2019). |
| | A06P3 | Promote continued community access to affordable adult learning and skills training | Continuing | Councillor Steve Brayshaw | Terry Reynolds | Grygorcewicz, Angel (Angelique) | | Adult learning is determined by grant conditions set by the Education and Skills Funding Agency (ESFA). Within this, the service has kept fees low and flexible delivery in different locations has promoted community access |
| 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 | | Development of national TOMS framework underway as part of social value toolkit to allow high weighting of specific social value measures of high priority to council to be included in tender. Review of use of financial proxies as part of social value evaluation underway. Local supplier spend baseline developed. |
| | A08P3 | Increase the use of Dynamic Purchasing Systems which allow new suppliers to join at any time | Nov-19 | Councillor Terence Paul | Daniel Fenwick | Ross Duguid | | Paper has been developed outlining wider approach to reduce barriers to entry for local SMEs. Alongside Dynamic Purchasing Systems this also includes appropriate use of lotting and review of procurement documentation to ensure it is proportionate. |
| 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 | Dep. Mayor John Gray | Donna Morelli | Monica Thomas/Mohammed Hammudan | | Evaluation of all Community Centres March 2019 Engagement with VCS on social value June-July 2019 Draft social value matrix completed May 2019 Financial modelling of social value matrix June 2019 |
| | A10P3 | Continue council's resilience planning for potential impact of Brexit. | Oct-19 | Councillor Terence Paul | Kevin Kewin | David Cloake Asha Leal | | A Brexit Risk and Impact Log is developed and a Brexit Strategic Plan is also developed. All Brexit issues and both documents are being continually monitored. |
| | A11P3 | Review and mitigate potential impacts on council, residents and economy through the Newham Brexit Board. | Oct-19 | Councillor Terence Paul | Kevin Kewin | David Cloake Asha Leal | | Brexit Board meeting on 1 August 2019 considered the latest situation. |

Priority 4: An environment for all.

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

Priority 4: An environment for all- - an attractive borough which encourages active lifestyles, social integration and civic responsibility

| Measures | Legend | Description | Legend | Description |
|--|--------|--|--------|--|
| • Levels of street cleanliness | | Action Completed | | Severely off track to meet action by target date / high probability action will not be completed |
| • Fly-tipping volumes and public reports | | 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 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 | 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 on 21st June 2019 and closed on 4th August. The Council's Design review panel has been reviewed and now comprises a refreshed cohort of independent professionals. |
| | A02P4 | Deliver a parks strategy that will invest in our parks and increase use | Awaiting info | Councillor James Asser | Donna Morelli | Mark Perkins | | A draft strategy has been prepared but requires member/officer consultation and challenge. |
| | A03P4 | Increase number of parks in the borough with green flag status | Awaiting info | Councillor James Asser | Donna Morelli | 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 | | Awaiting consultation at community forums to develop potential schemes. |
| 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 | Amanda Reid | | The draft air quality action plan (AQAP) has been considered by cabinet and Council. The draft document was sent to the GLA on 16th July 2019. Next steps include: Stakeholder consultation (August 2019); 6 week public consultation (September - October 2019); Consideration of consultation feedback; amendments; CMT consideration; Cabinet (circa Nov / Dec 2019); 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 Zulfiqar Ali | Corporate Director of Inclusive Economy and Housing | 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 Zulfiqar Ali Councillor Muzibur Rahman | Corporate Director of Inclusive Economy and Housing | Graham Cox/Murray Woodburn | | Due to TfL Funding, we were able to secure one Liveable Neighbourhood Scheme on Freemasons Road. We jointly won a bid with Redbridge Council for £3.5m (Action is to implement the one successful bid). |

Priority 4: An environment for all.

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

| 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 Asah | Donna Morelli | Dave Humphries |  | <ul style="list-style-type: none"> Several projects, specifically designed to realise resident behaviour change, will be delivered directly by the Visiting Team Projects have been designed to tackle recycling quality and quantity, waste reduction and recycling contamination issues |
| | A09P4 | Increase work of visiting teams in schools | Apr-19 | Councillor James Asah | Donna Morelli | 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 |

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

| Objective | Ref | Key Action | Target Date | Lead Member | Lead Director | Lead Officer | Projected Status (at target date) | Comment to explain status |
|---|-------|--|---------------|---|---|----------------|-----------------------------------|---|
| 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 | Donna Morelli | Dave Humphries | | <ul style="list-style-type: none"> LBN are 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/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 | Donna Morelli | 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 Asah | Donna Morelli | 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 maintain daily communication with the Districts to closely monitor the day-to-day BAU, 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 | Donna Morelli | Andrew Ireland | | Ricardo due to provide their draft report reviewing the operation of 3x streets & estates businesses on 26-Jul and present to LBN on 30-Jul. Finalisation & wider circulation expected early August. |
| | A14P4 | Bring grounds maintenance back in house to provide more local direction | Awaiting info | Councillor James Asser | Donna Morelli | Mark Perkins | | 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 | Robin Cooper | | Now called Shape Newham. First Citizens assemblies to kick start the programme will be held in Autumn 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 Zulfiqar Ali | Donna Morelli | Graham Cox | | Consultation with local residents has taken place, with an additional Poll survey to help shape the final parking policy. The new policy is currently drafted with the first draft to be completed by mid August. |

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

Priority 5: Quality of life - 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 | Legend | Description | Legend | Description |
|--|--------|--|--------|--|
| · Overall satisfaction of carers with social services and of people who use services with their care and support. | | Action Completed | | Severely off track to meet action by target date / high probability action will not be completed |
| · Percentage of New Customers Assessed within 28 days of Contact (Timeliness of Assessments for New Customers) - New measure (included post cabinet sign off). | | On track to complete action by target date | | Action not completed |
| · Percentage of long term service customers reviewed or reassessed in the financial year (Cumulative) - New measure (included post cabinet sign off). | | 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. | Awaiting info | Councillor Susan Masters Councillor Firoza Nekiwala | Colin Ansell | Jason Strelitz / Adeola Agbebiyi | | Needs assessment work is underway to determine the relationship between lifestyle, the major causes of premature ill health and mortality. The initial focus has been on smoking, physical activity and obesity and includes qualitative and quantitative approaches. This work will inform the need for a Healthy Lives service. A highlight report is due to be produced for the Newham Wellbeing Partnership by Sept 2019. In addition a whole systems approach to improving the quality of health is being developed through a new Health and Wellbeing Strategy. |
| | A02P5 | Draw upon data and evidence to identify Council and partner activity, potential pilots and review current non-mandated spend. | Awaiting info | Councillor Susan Masters Councillor Firoza Nekiwala | Colin Ansell | Jason Strelitz / Jonathan Cox | | Work to review the non-mandated spend has begun with identification of areas of spend and details of recipient services. Further work will determine the extent to which value for money is being achieved through the establishment of outcomes frameworks where appropriate. |
| | A03P5 | Work across Council directorates to ensure health is a consideration in policy development. | Awaiting info | Councillor Susan Masters 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 was 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 Susan Masters Councillor Firoza Nekiwala | Colin Ansell | Tony Jobling | | -Work has commenced with NHS partners to review Mental Health services to map current pathways (end August 2019) - Development of revised pathways to improve Mental health offer (Oct 2019) - Business case for change to be developed (Dec 2019) |
| | A05P5 | Assess Council activity to ensure mental health is a consideration in both internal and external policies | Apr-20 | Councillor Susan Masters 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) |

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

| Objective | Ref | Key Action | Target Date | Lead Member | Lead Director | Lead Officer | Projected Status (at target date) | Comment to explain status |
|--|-------|--|-------------|---|----------------|---|-----------------------------------|--|
| Improve quality and accessibility of local services | A06P5 | Champion the case for local health systems that are responsive, accessible and integrated. | Apr-20 | Councillor Susan Masters Councillor Firoza Nekiwala | Colin Ansell | Director of Commissioning Health, Housing & Social Care | | <ul style="list-style-type: none"> *Cabinet recently 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. *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 Susan Masters Councillor Firoza Nekiwala | Colin Ansell | Director of Commissioning Health, Housing & Social Care | | <ul style="list-style-type: none"> * 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 Joins Strategic Needs Assessments in development, will enable the neighbourhood based health and care action plans. *Newham Wellbeing Partnership (NWP) has created an engagement and communications work stream to ensure that residents at the heart of this process. Residents are involved in the reviewing and co-designing 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 Susan Masters Councillor Firoza Nekiwala | Colin Ansell | Director of Commissioning Health, Housing & Social Care | | <ul style="list-style-type: none"> * 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 Susan Masters Councillor Firoza Nekiwala | Colin Ansell | Tony Jobling | | <ul style="list-style-type: none"> * Completed ADASS Budget survey participation to contribute towards the overall challenges in Adult Social Care * Over the next period the DASS and S151 officer have been selected to participate 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 | | | Apr-20 | Councillor Susan Masters Councillor Firoza Nekiwala | Colin Ansell | Karen Bohan / Mandy Oliver | | <ul style="list-style-type: none"> * Session to be arranged at the next available Senior Leadership forum * Attendance at Departmental Management Team meetings to raise awareness and identify areas for improvement of safeguarding practices. |
| 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 Susan Masters 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 | | | Oct-19 | Councillor Sarah Ruiz Councillor Carleene Lee-Phakoe | Elaine Redding | Sam Taylor | | <ul style="list-style-type: none"> Review and remodelling of the current CAMHS therapists across early help, children social care, education and YOT is underway and a new service model to be in place from October 2019. |

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)

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.

A peer review completed by the Local Government Association in March 2019 showed that [.....]

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
- Ensure that our internal control systems and our approach to managing performance reflect best practice in the public sector.
- 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 | Legend | Description | Legend | Description |
|---|--------|--|--------|--|
| • Levels of staff engagement | | Action Completed | | Severely off track to meet action by target date / high probability action will not be completed |
| • Levels of sickness absence | | On track to complete action by target date | | Action not completed |
| • Expenditure in line with budget and financial plans | | 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 Lesley Broderick-Rose | | >Corporate Director of Children & Young People post: Member panel held 16/07/19, decision pending; >Interim cover for the Newham's Children & Young People's Commissioner post: interview panel held 16/07/19, decision pending; >Interim cover for the Corporate Director of Environment & Sustainable Transport post: CVs in – shortlisting in process; >Four Corporate Director posts + Newham's Children & Young People's Commissioner post + Director of Education, Inclusion & Achievement post all currently being advertised; remaining recruitment activity timeline leads to final panels early-mid September. Tier 3: >Slotting, re-designations & ring-fencing all in progress and to be formally confirmed and announced w/e: 26/07/19. >Remaining vacant posts consist of 6x Director level & 3x Assistant Director level. >Recruitment activity timeline to be confirmed shortly. |
| | A02P6 | Establish a Values Commission. | Sep-19 | | Althea Loderick | | | A programme of work is being undertaken which will produce a final values and behaviours charter in early August 2019 following the conclusion of consultation o Launch to follow, probably September 2019 o Further embedding work to follow as part of culture change programme |
| 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 | | Work is due to start in autumn 2019. Terms of Reference already agreed by Cabinet in Feb-19. Key questions and methodology for the Commission established in ToR. |

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)

| | | | | | | | | |
|--|-------|--|--------|---|----------------|-------------------|---|---|
| | A04P6 | Continue delivery of Citizen Assembly programme to involve residents in decision making. | Mar-20 | Councillor Charlene McLean Councillor Muzibur Rahman | Sheila Roberts | Mohamed Hammoudan |  | <p>Mid year review of the Community Plans produced through the hyper local Citizens' Assemblies have been organised for Sep/Oct 2019. This is an opportunity for local residents to get feedback on projects they voted for and to make changes. There is an officer working group in place to deliver the Mid Term Financial Strategy Citizens' Assemblies between Sept 2019 - Feb 2020.</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)

| Objective | Ref | Key Action | Target Date | Lead Member | Lead Director | Lead Officer | Projected Status (at target date) | Comment to explain status |
|--|-------|---|-------------|-------------------------|---------------|--------------|---|---|
| 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 | Jan Douglas |  | Values and Behaviours have been drafted in consultation with staff and are in the process of being finalised. Once agreed these will be embedded in our recruitment and performance management processes (amongst others). |
| | A06P6 | Invest in staff development to improve skills and capabilities. | Mar-21 | Councillor Terence Paul | Ben Plant | Jan Douglas |  | Initial discussions on the scope of this are underway, to include leadership skills and apprenticeships. |
| | A07P6 | Work towards achieving Investors in People status by the end of 2020. | Mar-21 | Councillor Terence Paul | Ben Plant | Jan Douglas |  | 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. |

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)

| Objective | Ref | Key Action | Target Date | Lead Member | Lead Director | Lead Officer | Projected Status (at target date) | Comment to explain status |
|---|-------|--|-------------|---|-------------------------------|--|-----------------------------------|---|
| 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. Will be presented to next meeting of the Audit Committee for approval. Awareness campaign to begin in September. |
| 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 | Dec-19 | Mayor Rokhsana Fiaz Councillor Terence Paul Councillor Zulfiqar Ali | Conrad Hall | Tony Morrison | | The work on improving our current infrastructure began in 2018. This work continues with target for the basics to be ready for the first tranche of the Smarter Newham Programme rollout in December 19. A number of services with approx. 400 staff have been identified for Tranche 1 of the Smarter Newham roll out which is implemented in December 2019. This is the first of 9 tranches and the overall programme is currently on track to complete in Apr 2021. |
| 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 | Catherine Llewelyn Dave Baldock | | This relates to savings from the Transition Programme and includes the Voluntary Redundancy Scheme that is about to be launched. However, this is later than intended |
| | A12P6 | Develop and implement new internal control systems for financial management, procurement, and performance reporting. | TBC | 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 in conjunction with CMT and Members 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 monthly basis (CMT) and quarterly basis (Members) and actions are monitored. |
| | A13P6 | Through our annual budget setting process ensure the council balances its budget and has a financial plan to complement this corporate plan. | 02/03/2020 | Councillor Terence Paul | Conrad Hall | Mizanur Rahman | | The budget setting process has started with Cabinet agreeing the process. The Medium Term Financial Plan for 2020/21 – 2022/23 identifies a budget gap of £45m and the allocation of savings target to respective service areas. The service areas are currently developing new savings proposals that will go to Budget Panel in Sep/Oct-19 |
| | 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 Councillor Zulfiqar Ali | 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 |

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)

| Objective | Ref | Key Action | Target Date | Lead Member | Lead Director | Lead Officer | Projected Status (at target date) | Comment to explain status |
|--|-----|------------|-------------|-------------------------|----------------|--------------|---|--|
| Improve responsiveness and quality of customer service | | | Dec-19 | Councillor Terence Paul | Sheila Roberts | Ron Springer |  | <p>New council structure agreed which will result in Complaints, Member Enquiries, FOI and DPA teams merging (Sep-19). This will result in better consistency in service delivery and approach.</p> <p>Performance Analyst and Service Delivery Team within Customer Services to provide support for the combined teams (Sep-19).</p> <p>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.</p> <p>Audit of complaints and Member Services due to be completed in Jul-19 and actions for improvement to be completed Dec-19.</p> |