

# 23/24 End of year performance report summary



Newham Council's Corporate Delivery plan: Building a Fairer Newham, agreed by Cabinet in 2022, sets out the council's priorities and commitments to the people of Newham until 2026. The plan drives the work of the council and focuses our resources to ensure the council is building a fairer Newham for our residents.

The framework consists of 132 Corporate Delivery Plan commitments, 35 Outcomes and 35 Key Performance Indicators, devised to enable us to track progress internally through our established governance structures, and share successes and challenges with residents and stakeholders .

## At the end of March 24:



On track or completed: **61%** of **Building a Fairer Newham Corporate Delivery Plan actions are on track** or have been **completed**;



Significant risk: There are **6 delivery commitments where we have identified high-levels of risk** which will require further action to mitigate, representing **5% of the total corporate plan**.



**50%** of the **Building a Fairer Newham Key Performance Indicators (KPIs)** are on **target**.



On track with mitigable risk: **We have identified risks that currently can be mitigated against within the constraints of current resources** and expected delivery timescales, in relation to 44 Corporate Plan Commitments, representing **33% of the total corporate plan**.

**Confidence in delivery has improved** between **Q3** and **Q4** for **5%** of the **132 CDP commitments** (6 commitments).

Confidence in delivery has declined between **Q3** and **Q4** for **2%** of the **132 CDP commitments** (3 commitments).

## Performance highlights

During 23/24 the council has:



- Launched Newham's first social prescribing pilot as part of our Well Newham Strength's based approach.



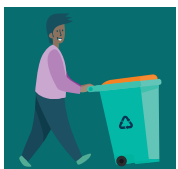
- Agreed Newham's Just Transition plan – the first Just Transition Plan in the UK applying a strategic framework for climate action in the borough.



- Embedded our approach to community wealth building through increasing the number of London Living Wage employers in Newham; and investing in our neighbourhoods by bringing back underutilised assets into use.



- Implemented a multi service environmental crime tasking programme 'Improving Borough Cleanliness' to identify and reduce fly tipping across the borough – contributing to Newham having the 2nd highest decrease in fly tipping between 21/22 and 22/23 in London.



- Introduced weekly bin recycling collections as part of Newham's new Recycling, Waste and Street Cleansing Strategy, with evidence recycling rates are improving.



- Developed a Women's Safety Open Spaces action plan, including launching a Women's Safety App and Night Charter.



- Progressed regeneration plans including the Canning Town Estate regeneration, where we have opened a new Housing Hub and are taking forward plans to construct 147 genuinely affordable homes at social rent.



- Taken steps to improve the quality of our Housing, including approving Newham's Damp & Mould Strategy 2023-25 which includes investing £74million for improvement work.



- Continued to support our young people in care – recognised by Ofsted who commended our services for young people aged 18-25 as highly effective and impressive.



- The council continues to devise innovative ways to support participation in local democracy through our People Powered Participation approach. This includes finalising Newham's Co-design standards – a framework for bringing people with lived experience and professional expertise to work together toward shared goals.

## Areas for Improvement

We are acutely aware that there are several areas of challenge the council is facing where we are ensuring whole organisational ownership to deliver a collective response.



- Our Newham work has helped 951 residents into work in 23/24. Though this is lower than the council aspires to, it is the strongest performance since the pandemic. The council is in the process of re-orientating the offer to focus on getting the most vulnerable into good quality jobs whilst also driving up performance of the service. This re-orientation will mean recalibrating measures and targets for future reports to ensure we can appropriately measure progress.



- Significant progress has been made in the development of our SEN (Special Educational Needs) Service in line with our BaFN Commitments, with 72.5% of EHCP (Education, Health, and Care plans) issued within 20 weeks on average for Jan to Dec 2023, and 69% in the calendar year to March 24. A multi-agency internal recovery plan has been in place to address and improve EHCP 20-week timeliness further. This includes the development of new systems and procedures and a system which flags cases which are at risk of breaching timescales. This includes the timeliness of advice received from providers. Where risks are internal, a reallocation of assessments has now taken place. Additionally, robust, Quality Assurance (QA) processes are also now place, for audited new EHC Plans and those updated following Annual Review. Our focus is on ensuring that these improvements continue to be rapidly embedded, while recognising that needs and demand continue to grow within the system.



- We are continuing to deliver our comprehensive housing repairs improvement plan to transform the repairs service. Whilst we continue to deliver emergency repairs within timescale (over 98% 23/24), a major focus is on implementing the new Repairs Online solution for tenants which will improve performance and overall satisfaction. Satisfaction has steadily improved since December, and we will continue to closely track improvements as we head into 24/25.



- Numbers of people in temporary accommodation continue to rise above Newham's projections, in which we have factored in the challenges of the cost of living and population. The council will continue to minimise the impact through our Homelessness Response programme.

## Challenges

There are several factors that are affecting our ability to deliver and driving our reassessment of the level of risk involved. External factors such as financial constraints - in terms of the funding we have available now, and the uncertainty of future government funding, have led to difficult decisions in order to set a balanced budget for 24/25. The cost-of-living crisis also continues to drive up demand of key services, for example temporary accommodation and children's social care.

However, there are also factors which are in our control, where we require improved organisational discipline, including carefully managing those resource constraints against Newham's ambitious agenda; and understanding the transformation requirements Newham has, to meet those challenges.

## Local Government Association (LGA) Corporate Peer Review

To support us to address the factors outlined, in the Autumn of 2023 we invited in external Challenge in the form of an LGA Corporate Peer Challenge – this was at a pivotal time for Newham as we endeavour to deliver an ambitious programme whilst facing unprecedented financial challenges. Following a three-day visit, the final report was published on 1st March 2024, which identified areas where we do well, and areas we know we could do better.

On the 1st May this year we published our response through Newham's Peer Challenge Action Plan, which revolves on 3 core Action Plan themes: getting the basics right; supporting our people and managing our financial challenges.



As part of our ongoing commitment to improvement and to accelerate our transformation journey, we have already initiated delivery on some actions within the Action Plan.

**We have:**



- Rapidly commenced a refresh of our 2024/25 Departmental business plans, concluded at the end of May 24, demonstrating our ability to programme and prioritise delivery of the Building a Fairer Newham corporate plan;



- Completed a review for a new Corporate Operating Model for the Council alongside a 3-year transformation plan;



- Developed a new Workforce strategy in collaboration with trade unions, senior officers, and our staff team.



- Implemented and are working to our new Governance Framework which is strengthening accountability across the Council at every layer and span. This includes accelerating the current review of the Council's Constitution.



- Established a cross-party working group of elected members to support the positive development of culture and relationships.



- Actioned our new collaborative approach with Newham's place leaders from across the breadth of our strategic partnerships.

A full update on the active actions responding to the peer challenge recommendations is provided in Appendix 3 of the full Building a Fairer Newham end of year (23/24) Performance report.

To read the the full Building a Fairer Newham end of year (23/24) Performance report please visit **23/24 Building a Fairer Newham Performance Report**

