

WE ARE FAIRER.

CORPORATE PLAN 2022-2026



WE ARE NEWHAM.

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1. MESSAGE FROM MAYOR ROKHSANA FIAZ OBE



Building a Fairer Newham takes forward the achievements of the past four years of an administration that has a clear purpose and duty in its service to the people of Newham:

- Delivering an inclusive economy agenda anchored by a commitment to Community Wealth Building so that inequality, poverty, and racial disproportionality can be tackled, alongside the housing crisis;
- Responding to the climate emergency through tangible actions; and preventative approaches that elevate the health, well-being, and happiness of our residents, as well as their safety;
- Investing in our children and young people so that Newham is the best place for them to thrive and flourish;
- Wanting the best for our communities so that they can live in safe and clean neighbourhoods;
- Involving residents in decision-making as part of our people-power agenda of participatory democracy;
- Transforming the Council so that it is fit-for purpose for the 21st Century and able to deliver optimal services for our residents within the framework of good governance and transparency.

In the face of the cost of living emergency, creating fairness in Newham over the coming four years and ensuring the Council spends money wisely on vital public services will be our focus as we continue to champion the interests and needs of our people.

I commend this cabinet report, which sets out our new Building a Fairer Newham Corporate Plan and what members of the executive and officers at the Council must deliver as we continue our purpose to transform Newham for the better and for its people.

Rokhsana Fiaz OBE
Mayor of Newham

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BUILDING A FAIRER NEWHAM

Healthier Newham and ageing well

Newham's inclusive economy to support you in these hard times

Your neighbourhood

Safer Newham

Homes for our residents

Supporting our young people

People powered Newham and widening participation

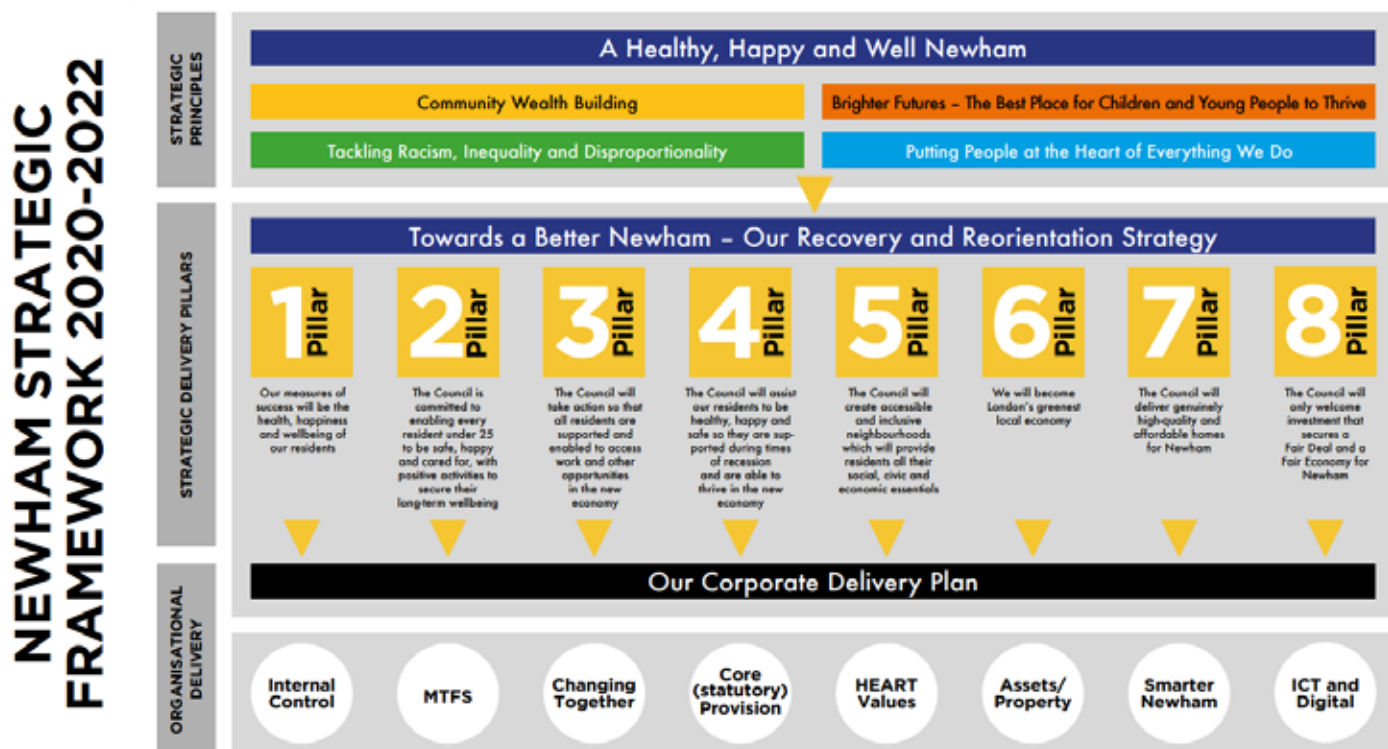
A campaigning Council



WE
ARE
HELPING
NEWHAM
RESIDENTS EVERY
STEP OF THE WAY.

2. OUR DELIVERY OVER THE PAST FOUR YEARS

Since 2018, the Council has worked hard to make Newham a borough where the needs and wellbeing of residents are put first, by developing an economy that is inclusive for everyone. By adopting the principles of Community Wealth Building as the foundation of the Towards a Better Newham Covid-19 recovery strategy, the Council has taken important steps to build a fairer and more equal borough.



The Covid-19 pandemic brought into sharp focus many of the deeply entrenched inequalities in the borough. Newham Council responded with immediate support to help residents, businesses, and communities. Programmes included Help Newham and the Newham Food Alliance that provided thousands of residents with food parcels and other essential household items valued at over £3.5 million.

The Council worked to ensure Covid-19 test, track and trace systems worked effectively so residents could navigate the health impacts of the virus. Our focus was

to mobilise quickly with our partners so we collectively tackled the disproportionate impact of this health emergency on Black, Asian and other ethnically diverse communities.

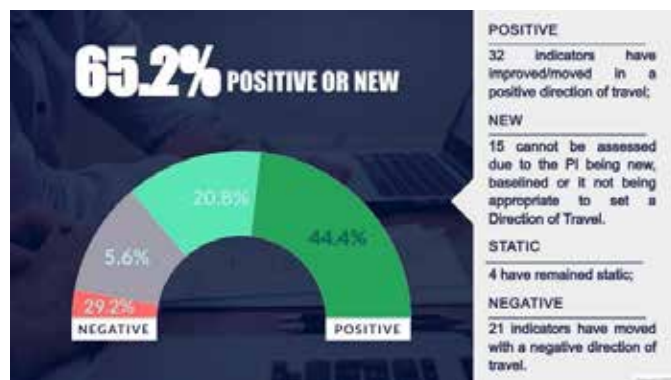
Against this backdrop, we developed Towards a Better Newham to address the challenges within our borough brought into focus by Covid-19 and to deliver the step-change in support needed to improve the quality of life for those worse hit. We adopted a commitment to Community Wealth Building, so prosperity, fairness and wellbeing was prioritised for all residents in the borough.

2. OUR DELIVERY OVER THE PAST FOUR YEARS

Delivering our priorities and improving our performance

We delivered on the commitments we set out in Towards a Better Newham, as is shown by the percentage of actions delivered and performance moving in a positive direction.

As well as a positive overall direction of travel, we have delivered across the eight pillars of Towards a Better Newham. Below are some of the key achievements from each pillar.



PILLAR 1: Our measures of success will be the health, happiness, and wellbeing of our residents, rather than growth, productivity, and land value.

Since the start of Towards a Better Newham, a significant amount of progress has been made in developing our measures of success to the health, happiness, and wellbeing of our residents.

- We developed a Newham Info platform where residents can see information across key themes. We have also run sessions to improve how we do research with organisations like the Trust for London, Young Foundation, Centre for London, Innovation Unit, Relationships Project, Behaviouralist, and DemSoc.
- We have developed partnerships to make use of research skills to drive improvement, including collaboration with University College London on Newham Sparks and in developing a Citizen Scientist Academy as part of the country's first community-led longitudinal study.

Case study – people's voices – Citizens' Assembly

"I feel proud to have been selected, I've gained lots of confidence. After two years of lockdown and English is my third language this really helped me to talk with people. We should leave this process with lighter hearts; we have accomplished so much - and moving on we need more opportunities. We don't want to keep being spoken for. I'm feeling good that it's not just about complaining about what's not happening, but the group is sharing ideas and planning for what needs to happen."

2. OUR DELIVERY OVER THE PAST FOUR YEARS



PILLAR 2: The Council will ensure every resident under 25 is safe, happy, and cared for, with positive activity to secure their long-term wellbeing.

- We ensured young people and families have everything they need to thrive and grow. We improved the learning and the wider wellbeing of children and young people, through for example implementing a Healthy Schools Programme, Healthy Schools Streets, Youth Health Champions and a Youth Befriending Service for Newham.
- We have provided greater opportunities for young people, setting up four digital inclusion hubs for children, a Youth Empowerment fund that has helped 230 young people and business support and community mentors for young entrepreneurs.
- We delivered the Newham Young People's Charter transforming the borough's commitment to children and young people with this informing the summary Children and Young People's Plan. We sought to improve access to information and guidance for young people and families through the Year of the Young Person with launch of the Journey of the Child interactive website.
- We used data to support the work that led to a Foundation for Change report to provide a clearer understanding and approach to youth safety. We developed the prevention of exploitation hub.
- We have looked to improve the lives of children in care and care leavers by ensuring there is sufficient high quality support and accommodation commissioned for them.
- We have also supported young people at risk, through develop a screening tool identify people at risk and training staff in schools and communities to signpost.

Case study: Our people's voices – BounceBack Newham

BounceBack Newham is a resilience programme for primary pupils, designed to help them think about the challenges they face and find ways to deal with them.

St Edward's School in Newham is a primary school running BounceBack. Diane Tatnell, the school's Assistant Head Teacher, said "This is our second year of BounceBack, and it goes from strength to strength. There are more confident and happier children.

Ruby Jane is one of the people who has benefited. She is bright and engaged at school, but it was noticed by school staff she lacked confidence to speak up in the classroom.

During the weekly sessions led by a HeadStart Practitioner, Ruby Jane had opportunities to work in a group and take part in activities aimed at building her confidence. Over time Ruby Jane recognised her own confidence to speak out and her self-esteem improved.

2. OUR DELIVERY OVER THE PAST FOUR YEARS

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PILLAR 3: The Council will take action to ensure all residents are supported and enabled to access work and other opportunities in the new economy.

- We launched the Newham Employment Rights Hub, the first local authority in the country to support residents in employment to know their rights at work and safeguard them from exploitation by bad employers.
- We addressed the skills gap by working in partnership with local colleges, universities, local businesses, and, in collaboration with the Mayor of London, on the Royal Docks Enterprise Zone and Good Growth programmes.
- Our Newham Learning has supported 41,000 residents since 2018 to access part-time courses across our 6 Adult Learning and Skills hubs in our neighbourhoods.
- We helped 359 people aged 18-24 years into jobs through the Kickstart scheme and another 426 young people to access a range of job opportunities with employers.
- Between March 2020-22, Our Newham Money has supported residents increase their income by £2.3 million, distributed £1.1 million in grants to support families with emergency financial aid and help 11, 826 people including children facing hardship.
- We have also developed and implemented a strategic approach to working with the Voluntary, Community and Faith Sector, commissioning Compost to support the capacity building of the sector.

Case study: Our people's voices – Our Newham Work

- With several years of office-based experience in Romania, Catalina had come to Our Newham Work looking for her first job in the UK.
- “Our Newham Work has been supportive and provided me with the necessary tools to help me progress in my career. My advisor helped me to the very point I am now from recruitment to getting this job rather than me having to apply independently.
- It did not take long until I had my first group interview, and I was offered the job as a Team Assistant at IQL (International Quarter London), Lendlease.
- Within six months I was progressed into another role as Project Administrator and I am really enjoying it. I would encourage other residents to make use of the excellent advice and employer contacts available at Our Newham Work”.

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PILLAR 4: The Council will make sure our residents are healthy, happy, safe, and cared for, to enable them to thrive during times of recession and in the new economy.

- We set up Well Newham to address wider social, economic, and environmental determinants of health and deliver social prescribing. We developed a Health and Social Care Space partnership with the NHS (National Health Service) to create primary care hubs. We have also developed strategies to support people to age well, and for people with learning disabilities and autism to thrive.

2. OUR DELIVERY OVER THE PAST FOUR YEARS

- On food security, we developed a Newham Food Alliance with the voluntary and charity sector to provide food support for families in need. We've mobilised an alliance of 33 cross-sector organisations within and beyond Newham - to deliver over 200,000 parcels to those who couldn't afford to get food, supporting 5400-6000 households at any one time, on top of 80,000 delivered by Help Newham. For every £1

Council has invested, we've got £10 worth of food for residents, a value of £3.9 million.

- On community safety, we worked with residents and businesses to increase safeguarding measures against exploitation, including violence against women and girls, child sexual exploitation, criminal exploitation, modern slavery, hate crime and extremism.

Case study: Our people's voices – Emergency volunteer

- “My name is Shaba and I have lived in Plaistow for over 30 years. When the pandemic struck us, it had a devastating effect on our community. I had to do something, levels of fear and anxiety was strife.
- During the pandemic I helped to coordinate and deliver the Council's food parcels. I took part in packing hundreds of food parcels daily for over 3 months, so the most vulnerable within our community did not go without food and the essentials.
- I would get up early everyday make my way down to the food distribution hub at Curwen Primary School and get to work. I am also a volunteer for the Plaistow Neighbourhood street ambassador programme where I would carry out welfare checks on my neighbours to see if they needed any support especially when lots of my neighbours were elderly and frail. The isolation caused untold emotional stress on each one of them. I kept myself strong and committed as I knew everything, I did would be helping my fellow resident.”



PILLAR 5: The Council will enable every resident to live in an accessible and inclusive neighbourhood which will provide all of their social, civic and economic essentials.

- On improving cleanliness and public realm, we continued to improve parks and open spaces, increasing Green Flag status for our parks and developed a programme of activity to improve off-highway cleanliness and wider public realm cleanliness.
- On regeneration, we secured £40m Levelling Up funding to bring to life our 15 minute neighbourhood vision, completed the first two phases of the Stratford Masterplan and developed the High Streets Town Centre Strategy to understand the needs and potential of each town centre. We also continued

delivering Shape Newham, with public space and arts improvements across eight town centres with the community.

PILLAR 6: We will become London's greenest local economy.



- To deliver sustainable travel, we rolled out the outcomes of the Better Streets trial to improve street cleansing, implemented an emissions-based parking scheme and invested in cycling infrastructure through developing walking routes.
- On supporting a green economy, we secured £510,000 from the UK Community Renewal Fund for circular economy initiatives in the Royal Docks area, and a successful bid to set up the Local London Green and Digital Academy.

2. OUR DELIVERY OVER THE PAST FOUR YEARS

- To help in tackling the climate emergency, we continued to develop sustainable travel plans with major employers and schools to encourage active travel to work and improve air quality. We set up an Energy Efficiency Standards Team to work with private property owners to educate and enforce. We also ran a campaign to target a reduction in the amount of food that residents waste.
- On greening our own infrastructure, we introduced the first hybrid vehicles and electric vehicles to the Council's fleet. We developed a Local Flood Risk Management Strategy to improve our response. Separately we launched Newham Sparks, our call to action to make Newham a leading centre for data and digital.



PILLAR 7: The Council will deliver genuinely high-quality and affordable homes for Newham.

- In better meeting housing need, we developed a new policy to more fairly allocate housing, a strategy to tackle homelessness and rough sleeping, and a strengthened temporary accommodation strategy.
- On supporting tenants and leaseholders, we have delivered a service to help private renters know their rights and invested in £2.5m improvements for Council tenants and leaseholders to develop improvements to their estates. This has been accompanied by setting up resident steering groups and a housing offer to our tenants.
- We have been implementing our Housing Delivery Strategy to improve the quality and experience of housing. We engaged and successfully balloted residents on the Council's Carpenters Estate regeneration plan to kick start one of the most ambitious estate regeneration programmes in London. We also moved forward with the master planning of the estates regeneration project at Canning Town.

Case study: Our people's voices – Community connections

- Born in Newham, Shirley has over 30 years of connections with the local community, as a volunteer, trustee, and chair.
- “When the pandemic struck, being well into the granny range, I was cut off from my usual scuttling between meetings and the community café, where my friends and I tried to lunch each day and join in with some of the activities. But I was lucky, thanks to my huge and diverse email network, to have been kept busy with keeping everyone connected and making so many new virtual friends. It has always been important to me to be doing something useful, particularly as many of my peers must have been feeling helpless having to rely on others.”
- Since March 2020, Shirley has met some amazing people on her laptop and has been involved in some heart-warming stories. She got a real buzz from connecting those working on the front line to the right people to help or advise a client in need.
- “I have helped a social prescriber find a gardener for a gentleman who needed help; connected another one to someone who was homeless having lost his job and was sleeping in his car; and one to a lady who needed advice who was shielding – she had no digital devices and couldn't trust anyone to withdraw cash for her and was getting into debt and was behind in her rent.”

2. OUR DELIVERY OVER THE PAST FOUR YEARS



PILLAR 8: The Council will only welcome investment that secures a fair deal and good growth.

- We ensured that 82.5% of pension investment incorporates environmental and socially responsible standards. We worked with developers to broker training and employment opportunities within the construction sector through Our Newham Work. We continue to increase the amount the Council spends as a purchaser of goods and services locally and are widening opportunities to promote small businesses in Newham.
- We are championing good employment practices and the London Living Wage in Newham through the Community Wealth Building pledge which so far has been adopted by 102 businesses locally. We supported 55 organisations to be accredited as London Living Wage employers.

Embedding our strategic principles

These priorities focus on getting the basics right and the key principles from the outgoing Towards a Better Newham strategic framework included:

Putting people at the heart of everything we do

- We set up a Democracy and Civic Participation Commission and delivering its recommendations to enable democracy to become more participatory.
- Delivered the UK's first Permanent Citizens Assemblies with a representative panel of 50 residents to develop policy recommendations.
- Coordinated the country's largest participatory budgeting programme where residents can decide how funding is spent on community projects in each neighbourhood.
- Ran our Community Champions programme to help residents champion health messages across communities, and leading London's Community Champions network.

- Developed a pioneering youth participation programme, through Youth Assemblies, Youth Zones, and engagement with children and young people from specific groups.

Improving the Council's governance

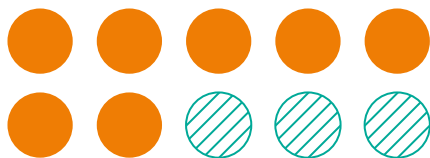
- Implemented the actions from the February 2020 Independent Internal Controls Commission report to develop an action plan for the Council to adopt best practice in internal controls; and advise on best practice in financial control and management.

Tackling racism, inequality and disproportionality

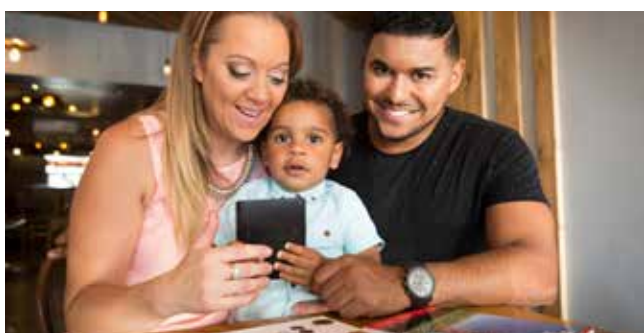
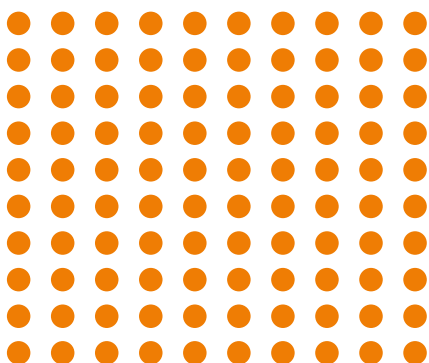
- Introduced of more inclusive recruitment practices, specific training launched on recruitment, anti-racist practice, inclusive leadership, allyship and conscious inclusion.
- Engaged over 1000 people in the Tackling Racism, Inequality and Disproportionality programme including Time to Talk sessions, roadshows and mentoring.
- Increased the names included on our approved list through the Street Naming Campaign.
- Worked with Education 4 Change who have designed a programme for educators to ensure schools provide high-quality opportunities to explore diversity and racial issues.
- Updated the commissioning approaches to use our buying power to deliver services that better meet people's cultural needs and renewed our translation and interpretation offer to ensure people do not experience barriers to accessing support.
- The London Borough of Newham has become one of the first organisations in the UK to be awarded a Bronze Trailblazer status by Race Equality Matters.

3. BUILDING A FAIRER NEWHAM

7 in 10 residents are from a non-white background



Over 100 languages are spoken in the borough

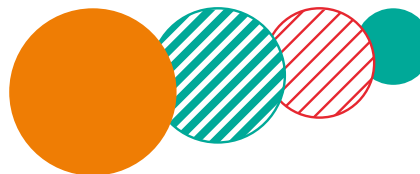


We are one of the fastest growing, young and diverse boroughs in the country

With 351,000 people living in Newham, we have one of the biggest populations in London and would be the 14th largest city in the country in terms of population. We have seen a significant growth in residents (over 14%) moving into the borough in the last decade. This is the third highest rate of growth in London.

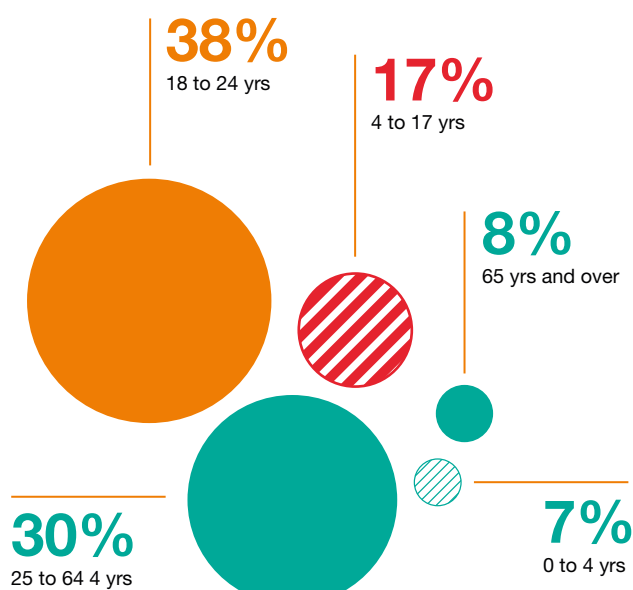
Newham reflects the world with over a hundred different languages spoken on our streets and a vibrant mix of ethnic groups. Nearly three quarters (72%) of our residents are from Black, Asian and ethnically diverse communities. We also have the second youngest age profile of any borough in London – over nine in ten aged under 65.

English, Bengali, Urdu and Gujarati are the most spoken languages



Newham age profile

32yrs Newham median age **40yrs** UK median age



We are at the heart of a new cluster of inclusive innovation

As the centre of gravity as London moves eastwards, Newham's economy is becoming the place to work and invest. There are high levels of transport connectivity with Stratford the busiest station in the UK and home to the new Elizabeth Line.

Newham hosts major business districts including Stratford, home to global institutions such as the BBC, V&A and University College London. We are also home to innovation hubs like Here East and the Royal Docks, London's only Enterprise Zone. Newham is uniquely located at the axis between the Thames Estuary Production Corridor and the UK's Innovation Corridor. These have helped Newham have the third highest rate of jobs growth in London.

3. BUILDING A FAIRER NEWHAM

We have deep rooted inequalities that are worsened by the cost of living

We have made great strides in promoting jobs growth and tackling deprivation but Newham remains ranked amongst the most deprived boroughs in England. Over a quarter of our neighbourhoods are in the 20% of most deprived neighbourhoods in the country. Over a quarter of our residents are paid below the London Living wage. After housing costs, almost half of our residents live in poverty. Our average rents represent 65% of average wages compared to 30% across the UK.

This situation will be exacerbated by the cost of living emergency. It will disproportionately hit Newham residents because of embedded structural inequalities we face.

This crisis will worsen existing challenges such as in-work poverty, low disposal income and high housing costs. It will be felt by nearly all households across the borough, and will push people already struggling into extreme poverty.

To tackle the cost of living emergency we have:



Mobilised cross-sector organisations to deliver over **200,000 parcels** to those who couldn't afford to get food. For Every £1 Council has invested, we've got £10 of food for residents, a **value of £3.9 million**



Worked with schools to ensure that almost **2000** Newham school children benefit from **holiday food vouchers**



Expanded the Council's Our Newham Money to meet a significant increase in demand



Provided over **£250,000** of immediate assistance to families with food and energy, and helping residents get an additional **£600,000** overall of their benefits



3. BUILDING A FAIRER NEWHAM

We are building on the solidarity of our partners and communities

We are helping more residents by mobilising our partner and community networks. Through Help Newham and the Newham Food Alliance we are ensuring people can access basic supplies. We are encouraging change through programmes including 50 Steps which asked people to pledge their commitment to improving people’s health and wellbeing. We are inspiring innovation by encouraging partners to join Newham Sparks.

Alongside our Corporate Plan that sets out what the Council will do, we will also develop a Borough Plan with partners and communities that will set out how we can work together to improve the borough.

We will do everything we can to build a fairer Newham

The Building a Fairer Newham Corporate Plan is our commitment to residents against the backdrop of wider challenge and uncertainty in the world around us. The priorities will make fundamental changes to how the borough works and ensure residents are at the heart of everything we do.

By enhancing resident involvement in decision making, the Council will make sure people’s needs are met so they can thrive, and that the borough can tackle underlying inequalities. The development of an inclusive economy will improve the wellbeing of current and future generations and places whilst ensuring Newham becomes carbon neutral.

Ensuring that everyone knows how they contribute to delivering the priorities will enable the Council to work as one Council. This will accelerate the work that has already begun to address the cost of living crisis, climate emergency and other challenges ahead.

During the summer, we turned the Building a Fairer Newham Manifesto into a Corporate Delivery Plan. Highlights included:

- A 100-day campaign to demonstrate how Newham is delivering on its strategic priorities.
- Communications has focused on residents, local partners and businesses and staff, using a range of different channels.



3. BUILDING A FAIRER NEWHAM



Embedding Building a Fairer Newham amongst Council staff:

- Launch of Building a Fairer Newham via the Council intranet and all staff workshops in May hosted by the Mayor, accompanied by internal communications across our different channels.
- Coordination of work across services to propose how manifesto commitments will be delivered to form the Corporate Plan.
- Sessions between the Mayor and her Administration and Corporate Management Team to peer review the proposals on how the commitments will be delivered.

The borough's direction of travel, as set out in Building a Fairer Newham, will allow the Council to anticipate and respond to new challenges and take advantage of future opportunities, making Newham a better and fairer place.

This Corporate Plan has been developed as the Council's strategy to deliver the Mayor and Administration's Manifesto and guide the Council's direction for the period 2022-2026.

We will:

- **Get stuff done:** Put these commitments into practice so that everyone can see in an open and transparent way how the Manifesto will be implemented over the next four years.
- **Collaborate:** Work with residents, partners, and others to achieve the outcomes set out in the Corporate Plan and tackle future challenges together, as set out in particular in the People Powered and Campaigning Council sections.
- **Oversee:** Track delivery of the Corporate Plan to make sure we know what impact we are having on people's lives and can improve where we are not performing well and where residents do not experience that change.
- **Work as one Council:** Work across the organisation so everyone understands how they can contribute to delivering the Corporate Plan and ensures everything we do is exemplary, on time and on budget – aligning to the priorities to make Newham a fairer place.

4. BUILDING A FAIRER NEWHAM PRIORITIES



4. BUILDING A FAIRER NEWHAM PRIORITIES



PRIORITY 1 – A healthier Newham and ageing well

People in Newham have poorer health outcomes than the population overall. They have shorter life expectancy and

they live in good health for less time too. These health inequalities are rooted in poverty and economic inequality and influenced by other factors including race and ethnicity. These affect the health outcomes of many of our residents. These inequalities have been highlighted by Covid-19 where the combination of factors have put Newham's communities at significant risk from the worst outcomes of the pandemic.

Key evidence

We know that it's fundamental for people to be healthy, happy and well. Over four fifths of our residents have medium or higher level of happiness. Nearly nine tenths of residents think that the things they do in their life are moderately to completely worthwhile. 17 out of 20 residents are moderately to completely satisfied with their life nowadays.

We also know that the key drivers of what makes residents' satisfied with their lives includes being able to cope financially, being healthy and able to afford their home. We know for example that disabled residents are significantly less likely to have a high level of happiness.

Life expectancy has reduced for both men and women at the same rate as it has across London and England. Newham has also worse healthy life expectancy than London and England for men and women. Healthy life expectancy means the number of years in which people are in good health.

Actions we have taken in the first 100 days to get stuff done

- Launched a new Ageing Well strategy which outlines a comprehensive approach to improving the health of residents aged 50+. This was developed with local health and care, services, community organisations, as well as the many residents who it will serve.

- Agreed a new supported accommodation strategy, for elderly residents and those needing support to ensure all residents are supported to age well.
- Celebrated the achievements of the Mayor and her Administration's 50 Steps to a Healthier Newham Strategy. This received a Municipal Journal 2022 Award in recognition of its impact in addressing health inequality.

Our biggest delivery priorities

- Embed co-production across the health and social care system.
- Set up an approach to being trailblazer for care reforms
- Develop our strengths-based approach to care, including mobilising our communities.
- Tackle the root-causes of inequality affecting our residents' health and care challenges.
- Deliver our renewed and recommissioned leisure and activity offer.
- Robustly and vigorously respond to the cost-of-living crisis.

Our Building a Fairer Newham Delivery Commitments include:

- Explore new models of delivering social care through working with residents.
- Become a London Living Wage Council, and campaigning for all social care sector workers in Newham to be paid on par.
- Establish a centre of excellence on race equality and social care.
- Procure social prescribing.
- Integrate Children's Health 0-19 teams into children centres.

Building a Fairer Newham Outcome Measures

- Resident Life Satisfaction: Increase in the proportion of residents who feel satisfied with their life and who are happy.
- Loneliness, Isolation and Anxiety: Decrease in the proportion of people who feel lonely, isolated and anxious.
- Support from Friends and Family: Increase in the proportion of people who feel they can rely a lot on

4. BUILDING A FAIRER NEWHAM PRIORITIES

- their friends or family if they have a serious problem.
- Satisfaction with Services: Increase the proportion of people who are extremely satisfied or very satisfied with the care and support they receive.
- Sense of Belonging: Increase in the proportion of older residents who feel like Newham is a place where they belong.

Building a Fairer Newham Performance Measures

- Maintain the low number of permanent admissions to residential and nursing care homes (65+).
- Maintain the high level of safeguarding enquiries where the desired outcomes of the person at risk were fully or partially achieved.
- Increase the percentage of infants who turned 30 days who received a face-to-face New Birth Visit (NBV) within 14 days from birth, by a Health Visitor.
- Increase the use of Leisure centres.
- Minimise the impact of the economic crisis on the numbers of rough sleepers.



PRIORITY 2 - Newham's inclusive economy to support you in these hard times

We are creating an inclusive economy which works for local people, supports their wellbeing and their financial security. We want to achieve inclusive economic growth locally to improve the quality of life of all Newham residents so that they can get decent and secure jobs and earn sustainable wages to provide a good life for themselves and their families. We have worked to achieve this through championing fair pay and conditions, supporting low income families with additional financial support, supporting affordable local business options, and creating accessible learning opportunities to secure higher skilled jobs and greater earning potential.

We champion good employment practices and the London Living Wage in Newham through our Community Wealth Building Pledges which so far have been adopted by 102 businesses locally. We have put in place plans to

direct investment coming into our borough to support jobs and opportunities for our residents. We welcome investment and innovation that supports our agenda for a fair employment and supports inclusive growth locally.

We will provide Council buildings as work spaces and as data hubs for Newham residents to develop business ideas, promote entrepreneurship and support micro and small business start-ups by lowering the risks and barriers locally and become the home of London's data economy. We know that residents and families will be facing significant financial pressures because of the cost of living crisis and we will continue to support them in these hard times as part of our plans to build a fairer Newham.

Key evidence

We set out below key evidence on how residents experience the local economy, in terms of income, employment and skills, financial wellbeing and food security.

Income

Newham's median monthly pay is £2,475 (£29,700 a year), which has increased substantially since 2017. However, around half of Newham's residents have a gross household income under £30,000, with one in five earning under than £10,000.

Gross household income is strongly related to residents' level of education, and their age and ethnicity. Those aged 25 – 44 having the highest average household incomes, while residents with a Black, Asian, or Mixed ethnicity earn significantly less. Manor Park, East Ham, and Plaistow have the lowest percentage of residents earning over £30,000.

Employment and skills

Newham's employment rate is lower than that of the UK. Of those residents who are out of work, actively seeking work, or permanently retired around two thirds would like to have a regular paid job. While around half of Newham's residents have a university degree, over a quarter of Newham's 16–24-year-olds are not in education, employment, or training.

4. BUILDING A FAIRER NEWHAM PRIORITIES

Newham has a higher claimant count than the regional and national averages, in particular for women where it is double the UK average and over 50-year-olds where it is almost treble.

Financial wellbeing

Nearly one in six residents in Newham are finding it quite difficult to manage financially. Disabled residents, Plaistow and Manor Park's residents are significantly less likely to be managing well financially. Less than half of Black and Asian residents are managing well financially. Nearly half of residents have some form of unsecured commercial debt.

Food security

Around three quarters of Newham residents have high or marginal food security. By food security we mean people being able to afford to buy food, and eat balanced and frequent meals so that they don't go hungry. The levels of food insecurity are higher than the London and national average. Residents' food security is strongly related to their level of income, their housing tenure and household occupancy. Residents who rent from the Council or who have children are more likely to be at risk of hunger, as are Black, Asian, or other ethnically diverse groups.

Actions we have taken in the first 100 days to get stuff done

- Mobilised Our Newham services to provide more financial and welfare advice, job opportunities; and protect workers' rights through its Employment Rights Hub. Over £1million of unclaimed benefits have been unlocked for Newham residents in total.
- Advanced community wealth building to create jobs and widen opportunities in Council owed buildings, including the Alice Billings House building at Stratford Town Hall which is being funded so that it is transformed into a workspace hub for people working in the creative and cultural sector. This refurbishment is being funded by our Active Spaces Programme and will be a central part of the Mayor's Stratford Vision, which will harness the benefits of forthcoming developments for the local community.

- Maximised residents' income on average by £30,000 a week and securing £590,000 through benefit and debt casework support, support with Universal Credit claims and claiming other entitlements. Our Newham Money has also supported 3,160 residents towards their financial wellbeing, with the majority seeking help due to the strains of cost of living. 1,374 families have received immediate financial help with food and energy - with £251,660 issued in grants. 19,613 children and young people eligible for free school meals including those with No Recourse to Public Funds were supported across 4 weeks of holidays with food vouchers through the Household Support Fund.

Our biggest delivery priorities

- Maintain momentum on our house building programme.
- Create a 'Whole Family - Wrap Around' support for those requiring temporary accommodation as part of a wider review of our approach.
- Follow through on the major resident ballots and continue to embed co-production at the heart of our approach to housing delivery.
- Deliver our core manifesto commitments around the future of housing service delivery.
- Continue to accelerate our housing acquisitions programme.

Our Building a Fairer Newham Delivery Commitments include

- Develop the Council Budget to become the Council's first Green Budget.
- Increase the number of businesses becoming London Living Wage employers.
- Council owned buildings like Alice Billings to provide workspaces for residents by 2023 with other Council buildings to open their doors in 2024.
- Collaborate with the Royal Docks Enterprise Zone and launch a joint action plan to become the Capital's first London Living Wage neighbourhood.
- Develop policies on climate emergency as part of the Local Plan Refresh.
- Develop work for East Ham Town Hall to become the Council's first Data Economy Campus, as part of a network of data economy hubs.

4. BUILDING A FAIRER NEWHAM PRIORITIES

Building a Fairer Newham Outcome Measures

- Financial Wellbeing: Increase in the financial resilience of people struggling financially (composite measure of different metrics).
- Food Security: Increase in the proportion of residents' food security.
- Satisfaction with the Council: Increase in the proportion of residents agreeing that Newham Council provides value for money to its residents.
- Employment and Skills: Increase in the proportion of people strongly agreeing they know how and where to look for a new job that matches their skills and experience.
- Income: Increase in people's hourly and monthly pay.

Building a Fairer Newham Performance Measures

- Increase the number of businesses in Newham accredited with the Living Wage Foundation.
- Increase the number of residents securing a job through Our Newham Work.
- Increase the number of residents securing a job at London Living Wage through Our Newham Work.
- Increase the number of businesses signed up for our Community Wealth Building Pledges.
- Minimise the negative impact on the claimant count of the cost of living crisis.

PRIORITY 3 – Your Neighbourhood



Air pollution in Newham is worse than anywhere else in London. Less than half of Newham residents have access to a car. Our borough is a through route for commuter traffic. We will work with residents across Newham to make their residential roads and

neighbourhoods quieter, safer and cleaner.

This is why we have introduced several people-friendly schemes to improve our streets including managing parking based on emissions, introducing electric vehicle charging points, healthy school streets and people friendly streets with low traffic neighbourhoods.

We are also pressing ahead with our response to the Climate Emergency through a cross- Council Taskforce which has started a range of programmes to achieve carbon neutral by 2030 and carbon zero by 2045, including support for sustainable transport.

Key evidence

Newham has a relatively high median energy efficiency score at 75, higher than the London and England average. The consumption footprint per household is slightly lower than the national average, while it's per household territorial footprint of Carbon Dioxide equivalent emissions is also lower, with 12.7t CO2E compared to 17.1t CO2E nationally. For more information see <https://impact-tool.org.uk> Around 9 in 10 residents also use Newham's parks at least once a year.

Actions we have taken in the first 100 days to get stuff done

- Invested £40 million in the coming four years to keep our streets and neighbourhoods clean for our residents, and an action plan to reduce reported fly-tipping by 50 percent. Increased action against fly tippers and fining them for their litter offences has started with an enhanced enforcement team to help us make Newham cleaner.
- Invested to create a greener borough as part of wider plans to reduce air pollution, including campaigning against the Silvertown Tunnel and the London City Airport expansion. Encouraging more walking and cycling is a priority as is the health of Newham residents by improving the air they breathe through actions like Clean Air Day.
- Secured £50,000 funding for the Greenway Pollinator Trail to re-wild the walkway and create new habitats for bees, hoverflies, butterflies and other wild pollinators for people to enjoy; as well as celebrating six prestigious Green Flag awards for our parks.

4. BUILDING A FAIRER NEWHAM PRIORITIES

Our biggest delivery priorities

On environment and sustainable transport

- Develop a 'Pride in our Environment' strategy and campaign, engaging with residents and celebrating our workforce, as well as a civic pride contract with our residents.
- Deliver the Neighbourhood Forums and Neighbourhood working pilot and wider roll-out.
- Secure investment for delivering the environmental services agenda.

On climate emergency

- Bring technology into our developments – find private sector partners where we can trial and provide a space for 'proof of concept'.
- Deliver immediate benefits to galvanize engagement and create space for investment and changes in policy.
- Reach out to disruptive and innovative investors and funders of new technology to make Newham the testbed for emerging green technologies.
- Deliver the Green Zone as a critical pilot early in the administration to learn and then embed the approach across the borough.
- Deliver the Green Budget as a pioneering act of this administration.

Our Building a Fairer Newham Delivery Commitments include

- Six Newham parks have been awarded Green Flag status. Joining Plashet Park and Central Park in becoming some of the country's best parks are: East Ham Nature Reserve, Royal Victoria Gardens, Forest Lane Park and Gandhi Chaplin Memorial Garden.
- Beckton Playbook launched In July 2022 – highlighting the community led vision for Beckton Park masterplan for quality parks and green spaces in Newham.
- Cycle infrastructure underway with improvements taking place on Romford Road.
- Five Healthy School Street schemes launched this summer, with future sites being identified as part of the next phase of the Healthy School Street Programme.
- Approximately 200 electric chargers and 40 cycle hangars will be installed by 2023.

- Produce a Road Safety Strategy to protect vulnerable road users.
- Launch a safety awareness campaign about electrical scooters and bikes.
- Street Improvements and fly tipping programmes ready to go live this year.

Building a Fairer Newham Outcome Measures

- Satisfaction with the Local Area: Increase in the levels of satisfaction of residents with their local area as a place to live
- Parks and Open Spaces: Increase in the proportion of people's ratings of parks and open spaces, streets, markets, squares
- Public Spaces: Increase in the proportion of people who feel that public spaces are clean, attractive and overall high quality
- CO2 footprint: Reduction in carbon emissions by supporting Newham residents, businesses and services take up climate-friendly practices
- Physical Health: Increase in the time residents spend walking and cycling

Building a Fairer Newham Performance Measures

- Reduce the number of people killed or seriously injured in road traffic accidents
- Reduce the amount of reported fly-tipping
- Increase the percentage of household waste sent for reuse, recycling, or composting
- Increase the 'greening' of the Council fleet
- Increase the shift to use of public transport, cycling and walking

4. BUILDING A FAIRER NEWHAM PRIORITIES



PRIORITY 4 – Safer Newham

We want to see a Newham where all our residents feel safe and secure when out alone at night and where women, younger and older people do not feel at risk of harm when using our parks and open spaces.

We believe that unless we address the causes of crime and anti-social behaviour in our communities, we will fail to improve the lives of our residents when they use our streets and open spaces.

There are particular issues that women in our Borough face because of the reality of misogyny and harassment in all aspects of their life.

Police reform is also urgently needed so that the Metropolitan Police Service (MPS) regains the trust and confidence of women and communities in Newham facing racism, Antisemitism, Islamophobia and LGBTQ+ hate crimes. We will work with our police partners as their critical friend and advocate for reforms to strengthen confidence in policing by consent.

The Council will work with the community to make Newham a safer place and ensure that we work with our police so that they effectively tackle crime experienced by residents.

Key evidence

There has been a substantial drop in the proportion of people feeling safe in Newham, with 13 in 20 residents feeling safe during the day, three in 10 feeling safe after dark and six in ten feeling safe in parks and open spaces. Nearly one fifth of residents feel unsafe on public transport in Newham. Just over one in twenty residents of Newham feel unsafe in their homes.

Over two thirds are now worried about being a victim of crime. Residents of East Ham and Manor Park are significantly more likely to worry about being a victim of crime. Being worried about crime is strongly associated

with both gender and disability. Worry about being a victim of crime is significantly higher among Asian residents. We know that residents who are less worried about crime are significantly more likely to be satisfied with their area.

Actions we have taken in the first 100 days to get stuff done

- Approved the new strategy on Domestic Abuse prevention, developed with residents, as part of a public health approach to prevent domestic abuse and violence against women and girls. Domestic abuse has a devastating effect on families and communities, causing continuing trauma, both for its primarily female survivors, as well as for children who are survivors or witnesses to the abuse.
- Organised a series of Community Safety days of Action with the expanded team of Community Safety Enforcement Officers. This is making a difference to tackling community safety, licensing, trading standards, parking enforcement and street cleansing. They are also making roads safe by tackling reckless street racing and dangerous driving. Over these action days, 17 Fixed Penalty Notices were issued, 167 fly-tips searched for evidence with 23 cases followed up, 35 Community Protection Warnings issued for waste in front gardens and 23 Trade Waste Producer notices issued.

Our biggest delivery priorities

- Develop and secure a co-ordinated Council approach to Women's Safety
- Achieving strategic and operational alignment of vision and purpose between the Council, Police and wider community safety partners, using evidence and resident voice.
- Shift practice to the point where our Community Policing Teams and Community Safety Teams are visible and clearly accountable to our residents.
- Develop a richer insight into the criminal ecology and economy, and better understand the root-causes and make-up of our most challenging issues (gangs/ organised crime).

4. BUILDING A FAIRER NEWHAM PRIORITIES

Our Building a Fairer Newham Delivery Commitments include

- Work across the Community Safety Partnership to hold police to account on progress and address adverse crime and safety indicators.
- Recruit extra community safety enforcement and anti-social behaviour officers.
- Launch a Hate Crime Strategy and Action Plan to map the scale of hate crime in Newham and increase awareness and reporting.
- Launch of Street Harassment Campaign against misogyny and street harassment.
- Undertake a women's safety audit across the borough and deliver a Women's Safety Open Spaces action plan.
- Improve the safety of women by encouraging more local businesses to sign up to the Women's Safety Night Charter.
- Deliver the Domestic Abuse Action plan, introducing a range of preventative measures to stop domestic abuse and violence against women and girls happening in the first place.
- Develop a Tackling Sex Work strategy, to reduce the stigmatisation and exploitation of street and off-street sex workers.

Building a Fairer Newham Outcome Measures

- Safety in the Local Area: Increase in the current levels of safety people feel in the area.
- Anti-Social Behaviour: Assess Anti-Social Behaviour levels to compare feeling of insecurity with levels of ASB (Anti Social Behaviour).
- Support for Victims of Anti Social Behaviour: Increase in the proportion of victims of Anti Social Behaviour who feel heard, supported and empowered.
- Safety for Women: Increase in how safe women feel in the home.
- Feeling Safe at Home: Increase the levels of safety people feel at home.

Building a Fairer Newham Performance Measures

- Reduce the number of Anti-Social Behaviour (ASB) incidents reported to the Council.
- Reduce the number of hate crime offences.
- Reduce the number of Domestic Violence offences.
- Reduce the number of young people entering the youth justice system for the first time.
- Reduce the number of knife crime injury victims aged 1-24 years.



PRIORITY 5 – Homes for our residents

Newham's housing crisis is now 50 years old. Some 35.5 percent of all homes in Newham are now owned by private property owners. Many of these homes also suffer from overcrowding, disrepair and have poor conditions at a time when energy costs are heading skywards.

In consequence, there are 32,000 households on our housing register and 5,700 households in temporary and non-secure accommodation, the highest in the UK. Because of the rent cap and lack of availability of homes in Newham we are forced to house many of our homeless households outside Newham, a long way from their families and social networks.

Our Local Plan, inherited from the previous administration, and now being reviewed, specifies only 35 percent affordable housing in new build schemes. The remaining housing stock that we own, some 17,000 homes, needs significant investment and improvement to bring it up to modern standards of repair, amenity, and energy efficiency.

Key evidence

The evidence here includes people's perception of the quality, safety and affordability of their home, as well as views from the Council's tenants and leaseholders on housing services.

4. BUILDING A FAIRER NEWHAM PRIORITIES

Two thirds of residents are satisfied with the quality of their home. Satisfaction with home quality is significantly higher among homeowners. Over three fifths are satisfied with the overall safety of their home. Residents from Stratford and West Ham and the Royal Docks are significantly more likely to be satisfied with their home safety.

Around a third of residents think their housing costs are easily or fairly affordable. Over a fifth of residents receive housing benefit/universal credit to help with their housing costs.

Repairs are a key priority for Council tenants and a key driver of satisfaction. Year on year, satisfaction with repairs has declined by 7%. Repairs and maintenance remain an important service for leaseholders but value for money is the most important driver.

Actions we have taken in the first 100 days to get stuff done

- Accelerated plans to deliver another 1,500 social rent homes our residents can afford, as part of a £2 billion investment in housing delivery. This includes the Plaistow Hub development which will provide 182 homes, community facilities including a new library and neighbourhood centre, a supermarket, gym and café. The Grange Road development completed this summer further provides 77 quality flats at social rent levels.
- Stipulated to private property owners in Newham they must provide high-quality housing that has good living space standards, and are well managed and safe. The Mayor continues her work at the coalface with Council officers undertaking licensing inspections and enforcement on overcrowded and unsafe homes.
- Approved the Council's new selective property licensing scheme application to be submitted to the Government. This will secure an unprecedented third five-year term for the Council's Private Sector Landlord Licensing scheme if successful. The enhanced inspection scheme will cover temporary accommodation used by the Council to help families who have been made homeless. This demonstrates the Council's zero tolerance of rogue property owners who exploit residents.

Our biggest delivery priorities

- Maintain momentum on our house building programme.
- Provide Wrap Around support for families requiring temporary accommodation as part of a wider review of our approach.
- Follow through on the major resident ballots and continue to embed co-production at the heart of our approach to housing delivery.
- Continue to accelerate our housing acquisitions programme.

Our Building a Fairer Newham Delivery Commitments include

- Develop an 'all Council' response to support families and household while in Temporary Accommodation or in housing need.
- Develop a roadmap for a 20 year investment programme to ensure Newham's social stock is net zero.
- Replace boilers with energy efficient alternatives.
- Incentivise Private Rental Scheme property owners to achieve Band C rating under the new licensing scheme.
- Work with resident groups to help them become Tenants and Residents Associations.
- Implement the findings of the Grenfell Part 2 Enquiry and undertake any immediate remediation work needed across our housing portfolio.
- Continued cladding removal from non-high rise blocks following the completion of removal from high rise.

Building a Fairer Newham Outcome Measures

- Quality of Home: Increase people's satisfaction with the overall quality of their home.
- Affordable Housing Costs: Maximise the proportion of residents who think their housing costs are affordable
- Affordable Homes: Increase the number of affordable homes delivered (affordable homes started and acquired).
- Temporary Accommodation: Minimise the number of people in temporary accommodation.
- Prevention/Relief Duty: Minimise the number of households owed a prevention/relief duty.

4. BUILDING A FAIRER NEWHAM PRIORITIES

Building a Fairer Newham Performance Measures

- Increase the percentage of homeless households who are rehoused in Newham.
- Reduce the percentage of households in nightly paid temporary accommodation.
- Increase the percentage of repairs fixed first time.
- Increase the satisfaction with repairs.
- Increase the number of private sector rented properties licenced.



PRIORITY 6 – Supporting our young people

We want to give all our children the best start in life and for Newham to be the most child friendly borough. We want to

enable all our children and young people to reach their potential, be safe, happy, and healthy regardless of their background.

We want children to achieve good educational outcomes, get a good job and feel secure about their futures. That is why in 2021, we launched the Newham Year of the Young Person to celebrate the brilliance of all our children and young people.

We are committed to driving significant change to raise standards to provide the best, timely and responsive support for our SEND (Special Educational Needs and Disabilities) children working with parents, carers, and partners as part of a process of rebuilding trust and providing an excellent service with health partners.

Our focus on prevention and early intervention means that we are setting the conditions for which our children and their families can have the best opportunities. Our approach is universal and inclusive, always focusing on the specific and complex needs of young people, including those with special educational needs and disabilities.

Key evidence

Through our Young People's Charter, young people identified priorities important to them:

- Change: Champion change
- Creativity: Be creative
- Relationships: Build relationships with us
- Community: Recognise our part in the community
- Health: Prioritise our health
- Diversity: Celebrate diversity
- Keeping us safe: Prioritise our safety
- Independence: Support our independence
- Environment: Protect the environment/our home
- Quality: Aim for the highest quality
- Privacy: Respect our privacy

Actions we have taken in the first 100 days to get stuff done

- Announced an initial first year investment of £1.2 million for children and young people with special educational needs and disabilities as part of plans to accelerate Newham becoming a child-friendly borough for all.

Our Building a Fairer Newham Delivery Commitments include

- Promote the Young People's Charter, to embed an environment to support all our young people.
- Develop a SEND and Inclusion strategy.
- Develop a dedicated Quality Assurance Framework for SEND.
- Develop a family support model to be delivered in Family Hubs.
- Deliver a Youth Citizen's Assembly focusing on different aspects of safety so that young people are involved in decision making, increase their influence in shaping the future of Newham.
- Continue to work with schools through the Education for Change Programme - led by Schools, as part of our strategy of addressing inequality in education participation.
- Develop a robust co-production model to effectively engage with parents, carers, children, and young people.
- Develop a tool to measure the impact of funding on young people's ambition.
- Roll out a whole school approach to asthma.

4. BUILDING A FAIRER NEWHAM PRIORITIES

Building a Fairer Newham Outcome Measures

- Youth Safety: Number of young people report feeling safer (physically, socially, emotionally etc.) as a result of accessing the Youth Empowerment Service offer.
- Extra-curricular Activities for Young People: Increase in the number of the following activities that children do (including swimming once a month/a hobby or leisure activity/friends round for tea).
- School Readiness: Improvement in school readiness - good level of development at age 5.
- Provision of high-quality childcare: Improvement in provision of high-quality childcare.
- GCSE Performance: Improvement in GCSE Results.

Building a Fairer Newham Performance Measures

- Reduction in the number of Secondary School exclusions.
- Increase in the number of ECHP (Education Care and Health Plans) plans issued within time.
- Increase the percentage children and young people engaged in early help intervention remaining below threshold.
- Increase the number of young people developing their social and emotional learning, as a result of accessing the Youth Empowerment Service offer.
- Reduce the length of time children spend on Child Protection plans.



PRIORITY 7 – People powered Newham and widening participation

A referendum was held in May 2021 which confirmed the future of the Mayoralty. We will build on the recommendations of the independent Democracy and Civic Participation Commission, adopted by the Council in October 2020, to increase citizen participation in the life of the Borough and the work that the Council does. This will build on the Council's pioneering work, including the UK's first Permanent Citizens' Assembly and the country's largest participatory budgeting programme.

Key evidence

The evidence sets out people's involvement and belonging to the local community, their satisfaction with the Council and area, and their desire to continue to live in the borough.

Involvement and belonging to the local community

Three quarters of residents agree that people from different backgrounds get on well together in the local area. Over a third of residents agree that they borrow things and exchange favours with their neighbours, in particular residents from Green Street.

Residents who feel a strong sense of belonging to the local area are significantly more likely to think that it is a place where people from different backgrounds get on well together. Asian and Black residents as well as residents between the ages of 16-24 and 55 and over are significantly more likely to feel a strong sense of belonging to Newham.

Friendship groups are more diverse in terms of ethnicity and income than in relation to education and age. They are more diverse than the London and England average.

More than half of residents have taken part in some form of informal volunteering over the past year, with two fifths of residents in formal volunteering over the past 12 months.

Issues that residents most want to develop projects on

Through our Community Assemblies, we have enabled residents to decide which priorities are most important to fund projects. The issues residents most want to develop projects in their communities are public spaces, health and welfare, community development, social integration, safety, cleanliness, and young people.

4. BUILDING A FAIRER NEWHAM PRIORITIES

Satisfaction with the area

Around six in 10 residents are very or fairly satisfied with the area as a place to live. Around a quarter of residents agree that they can influence decisions in their local area. Around three in 10 residents know a great deal or fair amount about how the Council makes decisions. Just over half of residents trust Newham Council a great deal or a fair amount.

Around six in 10 residents are likely to continue to live in Newham over the next 15 years. Residents who feel a strong sense of belonging to Newham are significantly more likely to want to continue to live there. Residents over 45, with lower household incomes or who are less worried about crime are significantly more likely to continue to live in Newham.

People are more likely to feel they can influence the Council's decisions if they know how the Council works. We know we need to do better.

We also know that over a third of our residents identify as belonging to a group that is discriminated against in the UK, and almost two in 10 experience discrimination often or all the time. We know we need to continue to tackle discrimination and marginalisation from society.

Actions we have taken in the first 100 days to get stuff done

- Continued to empower residents and support improvements they want to see in their neighbourhoods through £800,000 worth of grants in this first year through the Council's Community Assemblies which is part of our participatory democracy agenda.

Our biggest delivery priorities

On resident engagement and experience

- Deliver the Residents Charter, co-produced with our residents, communities and businesses.
- Deliver the Resident Experience Programme, achieving a measurable improvement in resident experience across Council services.
- Re-set our approach to participation, engagement and community assemblies in light of our wider people-

power aspirations to deliver an innovative and action-oriented approach in how we involve our residents.

- Re-set our approach to developing the Voluntary, Community and Faith Sector and our community assets to deliver our wider community wealth building, health, happiness and wellbeing aspirations.
- Make Resident Experience and Resident Engagement everybody's business.

On culture

- Promote the Council as a 'cultural platform' to enable culture, arts and events to thrive.
- Establish appropriate senior leadership and delivery resource within the Council to drive the culture strategy through to delivery.
- Mobilise for a 2024/2025 Borough of Culture Bid.
- Develop a fully integrated, and properly invested in, cultural, events, faith and arts calendar for the coming year, building in opportunities for the Council to enable and support the arts, culture and faith community to celebrate.
- Mobilise our key anchor and institutional partners to support delivery of our ambitious culture, social integration and equalities ambition.

On interfaith and interreligious dialogue

- Continue to embed the Newham United Dialogue approach as a core way of how we engage the interfaith community.
- Develop a faith calendar event for the coming year, with a greater emphasis on the Council's role as a convener and organiser of events which our community see as core to their identity.
- Strengthen connections across community wealth building, public health, social action and wider organisational activity with the faith sector.
- Encourage ever greater and regular meaningful conversations across faith groups as part of our wider social integration strategy.
- Establish cross-portfolio working around social action, culture, social integration to tackle our most pressing challenges.

4. BUILDING A FAIRER NEWHAM PRIORITIES

Our Building a Fairer Newham Delivery Commitments include

- Coordinate a programme of Citizens Assemblies to develop policy recommendations to key challenges, including on adult social care (learning needs and disabilities).
- Develop the Residents Charter with residents to improve their experience when interacting with the Council.
- Deliver the Community Assemblies across each neighbourhood where residents and community groups submit project funding proposals to be chosen by the Assemblies and residents.
- Deliver the action plan to put in place improvements to how we carry out Scrutiny.
- Explore and deliver innovative practice in how we enhance the involvement of marginalised communities.

Building a Fairer Newham Outcome Measures

- Community Involvement: Increase in the number of residents who have given unpaid help.
- Satisfaction with the Local Area: Increase in the proportion of people agreeing that this local area is a place where people from different backgrounds get on well together.
- Influence Local Decisions: Increase in the number of people who use Newham CoCreate.
- Community Involvement (diversity): Increase the diversity of people using Newham CoCreate.
- Satisfaction with the Council: Increase in the proportion of people agreeing they can influence Newham Council decisions, that they know how the Council makes decisions, that they can access the information they need on Council services and are satisfied with the way Council runs things.

Building a Fairer Newham Performance Measures

- Increase the percentage of residents citing they experience no barriers to the internet.
- Increase in the number of residents involved in participatory forums.
- Increase in the satisfaction of people participating in

Citizens' Assemblies.

- Increase in the satisfaction of people participating in Community Assemblies.
- Increase in the number of hours that young people are engaging in Youth Citizens' Assemblies.



PRIORITY 8 – A Campaigning Council

We are committed to improving outcomes for residents. As part of this, we campaign to influence the legislative and funding

framework and decision making of Government and key stakeholders.

Over the last 4 years, we have campaigned with success to reduce the cost of the Lender Option Borrower Option (LOBO) loans saving Newham millions in interest payments.

We have campaigned successfully for Government to give us more money to help with the impact of Covid-19 and we continue to ask for greater support to allow the £29 million that the pandemic has cost us.

We will continue to campaign for re-imbursement of all the costs arising from the Grenfell enquiry on building safety. We will also continue to campaign against the Silvertown Tunnel which we believe will negatively affect the Silvertown area of our Borough.



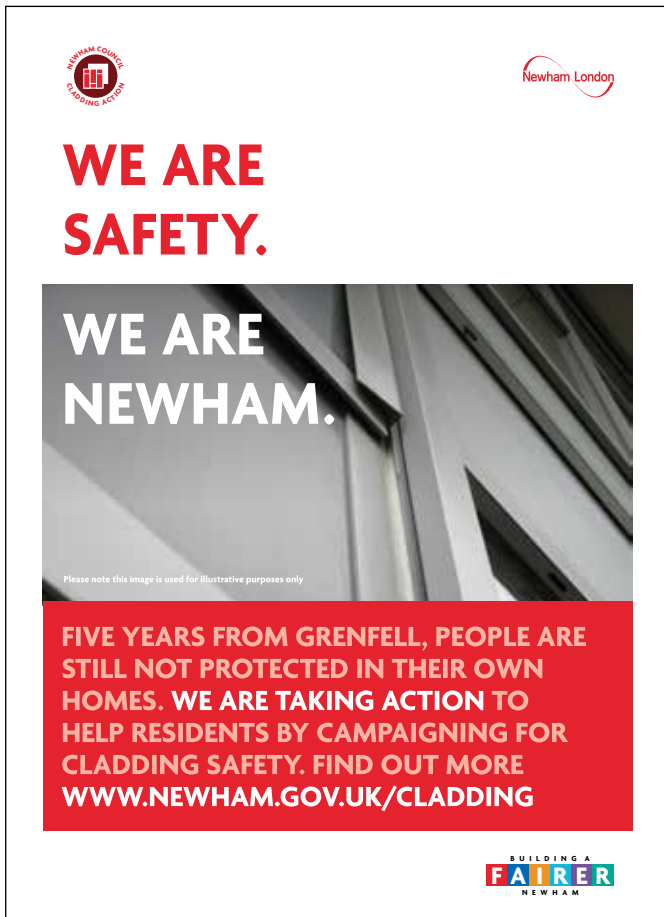
4. BUILDING A FAIRER NEWHAM PRIORITIES

Actions we have taken in the first 100 days to get stuff done

- Launched the cladding action campaign, warning private developers that they face serious legal actions if they fail to comply with fire safety requirements needed for 15,000 flats in Newham. The mental and financial strain of unresolved cladding issues is pushing many residents close to breaking point as is the fear of fire breaking out in their homes.



- Launched the Cost of Living Crisis Response taskforce to bring together all our work supporting our residents during these hard times.
- Continued to distribute surplus food to hard-hit families, the largest by any local authority.
- Accelerated Newham’s prominence as a Living Wage Borough and partner in making the Royal Docks London’s first Living Wage neighbourhood through an action plan with a coalition of local partners including Newham Citizens, Tate and Lyle, Excel alongside the Living Wage Foundation. This action plan includes increasing the accredited Living Wage employers in the Royal Docks by 50 percent annually over the next three years.



4. BUILDING A FAIRER NEWHAM PRIORITIES



Committing to implement Local Plan policies and deliver **30-50% affordable housing**.



Develop a business case for DLR extension (part funded by the Council with the London Legacy Development Corporation).



Submission to the Department for Transport and TfL (Transport for London) to campaign for a Stratford station upgrade.

Our Building a Fairer Newham Delivery Commitments include:

- Committing to implement Local Plan policies and deliver 30-50% affordable housing.
- Developing a business case for the DLR extension (part funded by the Council with the London Legacy Development Corporation).
- Submission to the Department for Transport and TfL (Transport for London) to campaign for a Stratford station upgrade.
- Partnering with Homes England, TfL and GLA (Greater London Authority) on Beckton and Lower Leaside proposals.

5. GETTING STUFF DONE

To make sure the Council is best placed to be able to deliver Building a Fairer Newham and get stuff done, we are putting in place a set of critical enablers to:

- Track the Council's impact in Building a Fairer Newham so that we can drive improvements.
- Ensure that we are organisationally aligned behind the 'Getting Stuff Done' ethos to deliver the Building a Fairer Newham Corporate Plan.
- Be prepared for the major challenges our borough and organisation will face in an increasingly uncertain and challenging future.
- Transition the Building a Fairer Newham Corporate Plan into the Building a Fairer Newham Borough Plan, engaging our residents, communities, businesses, partners and disruptors on a shared vision, plan and approach to shaping Newham for the future.

Track the Council's impact in Building a Fairer Newham.

Appendix 2 - Corporate Plan Tracker includes a suite of Building a Fairer Newham performance and outcome measures that have been developed to align directly with the priorities set out. This will enable the Council to monitor clearly how it is delivering against the priorities.

There are five high level outcome measures for each priority that will focus on mobilising partners and communities to improve these results. Alongside these are five operational performance measures monitoring the work that Council services are undertaking to achieve the outcomes.

Building on the strong performance framework already in place, these indicators will be monitored by the Corporate Management Team and Cabinet to ensure that services are both held to account and supported to deliver. Separately, services will continue to monitor a broader range of performance measures which cover the full scope of activity and statutory requirements as set out in their service plans.

Given the cross-cutting and longitudinal focus of the ambition of the plan, the outcome measures below will be reported on an annual basis, while the performance measures will be reported quarterly to provide a regular health check for the Council.

Alongside our performance evaluation, we will supplement research with evidence-based insight into the needs of our residents and our impact on their lives.

Following the adoption of the Corporate Plan, services will adjust their Service Plans to make sure they are aligned to the new Building a Fairer Newham Corporate Plan priorities and the relevant activities they are responsible for. Managers will then work with their staff to align their existing personal development objectives to these priorities.



5. GETTING STUFF DONE

Ensure that we are organisationally aligned behind the 'Getting Stuff Done' ethos to deliver the Building a Fairer Newham Corporate Plan.

We are developing a new operating model for the organisation to ensure that the priorities of the administration are delivered. This includes:

- Realigning the capability within the new corporate centre and recasting it as the enabling and transforming force for getting stuff done, with direct accountability and oversight provided by the Chief Executive.
- Enhancing the ability to undertake rapid cross-organisational improvement and transformation ensuring opportunities to deliver outcomes focussed change are maximised and systemic challenges tackled.
- Implementing a new approach to performance and accountability through the Cabinet Accountability Model. This will support Cabinet/Executive leads to be accountable for delivery within their portfolio areas.

Building a Fairer Newham Transformation Portfolio

We are in the process of refreshing our existing strategic Change portfolio to align it with the Building a Fairer Newham priorities and accelerate the transformation required for the Council to become capable of delivering a Fairer Newham. The Transformation portfolio will focus on the following key themes:

- Ensuring quality resident experience in everything we do and deliver positive outcomes for our residents.
- Design and achieve greater organisational coherence and capability to get stuff done effectively and efficiently.
- Demonstrate Newham is a leading organisation for innovation and cutting-edge practice.

Future Newham

Part of our transformation portfolio is Future Newham, our cross-organisational programme. This programme of change will enable the organisation to:

- Embed an open and high-performance culture focussed on getting stuff done and improving resident experience.
- Develop our skills and capabilities to radically change how we tackle our organisational challenges.
- Improve our offer, practices, and processes to better meet our residents' needs at reduced cost to the Council.
- Provide accessible services for residents closely linked with our 15-minute neighbourhood aspirations and unlocking assets for our wider community.

Digital and Data Transformation

We will optimise the transformational use of digital and data to ensure that Newham as a Council and place is at the forefront of innovation. As part of this we will focus on developing data and digital capabilities to help with resident experience, data sharing and organisational decision making.

Working with our residents and partners to build a fairer Newham.

As part of the mission to 'get things done to build fairer Newham' we will work with residents and partners to achieve these outcomes.

Residents' Charter

We will develop a Residents' Charter to outline a set of promises on improving the residents' experience when interacting with the Council. This charter will be co-designed with residents so that we focus on what matters most to them. They will be able to feedback on how well their experience is improving.

Outcome Spotlights

The Resident Outcomes Survey uncovered several cross-cutting issues that matter to residents, including the cost of living, feelings of insecurity and social integration. They also surfaced inequalities between groups and neighbourhoods.

5. GETTING STUFF DONE

We will develop a series of spotlights to tackle these cross-cutting themes – working with residents and partners to understand what factors are driving these issues to be able to tackle the root causes. We will then work with residents and partners to develop solutions to these challenges, aligned to the actions in the Corporate Plan.

Citizens' Assemblies

We will develop citizens' assemblies on two themes from the Corporate Plan to enable residents to develop policy recommendations on these. These will include one of the manifesto commitments which is to develop a citizens' assembly on adult social care.

Borough Plan

We plan to develop a Borough Plan to show how everyone can do their bit to Building a Fairer Newham. To achieve this, we will mobilise our communities and partners through a series of engagement, calls to action to strengthen the borough.

We want to do this in a way that is co-led, where the Council, partners and communities

- showcase the collective contribution they are making to building a fairer Newham.
- open to thinking and solutions from beyond the borough.
- prioritise areas where there's the greatest need and opportunity for improvement.
- think laterally about the levers and assets we have across the borough.
- pledge what they can do to improve the borough on each strategic priority.
- position Newham nationally and internationally to attract investment and collaboration.

A key initial focus will be to bring together our key partners and communities to tackle the cost of living via a Cost of Living Crisis Response Taskforce and Summit so we use all our resources to support our residents through these tough times.

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