

DRAFT CORPORATE PLAN 2019-2020

VISION

We have a bold and radical vision to change Newham for the better and to build our future together.

Newham is a diverse, and aspirational borough with huge potential. By putting people at the heart of everything we do, we aim to enable all our residents to reach their potential and thrive within Newham, where people of all backgrounds come together as active and engaged citizens.

Newham is changing rapidly. Our part of East London is booming, with significant investment creating new jobs, new homes and new opportunities. But it is also a time of great uncertainty for many of our residents. London is one of the richest cities in the world, but too many of Newham's residents have to survive on low incomes. We are on the frontline of London's housing crisis, with the highest number of families in temporary accommodation in the country.

We want to make Newham a place where everyone can achieve their potential, and where everyone feels involved in their community. That means working hard to remove barriers, encourage aspiration, promote social integration and speak up for our community.

We must work differently by involving, engaging and listening to our local community; opening up our processes to scrutiny; and being open to change and improvement. We will work with our local residents, and genuinely involve them in decisions. We will also work in partnership to build on the strengths we already have in our community – adopting a community wealth building approach that seeks to invest locally and support the growth of our local economy and voluntary sector.

Our corporate plan sets out how we will do that, and our journey in the next year towards achieving that vision.



Building Newham's Future Together

NEWHAM 2019/20 BUDGET

The 2019/20 budget is shifting spending to support key council priorities:



£3m

to pay our care staff the London Living Wage



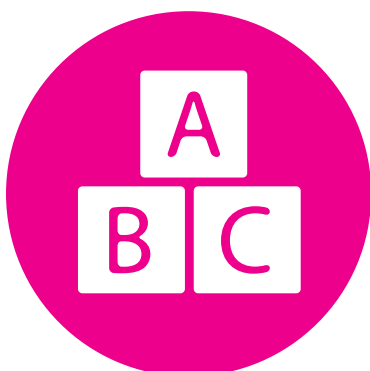
£1.4m

more into youth services to keep our young people safe



£6.3m

so that primary school children continue to eat for free



£10.6m

more into children's services



£1.3m

more to support children with Special Educational Needs



£1.4m

more to support 19,000 lowest income households by cutting the cost of their Council Tax



£390,000

for free bulky waste collections



An additional
£500,000
to accelerate social housing delivery



£250,000

to ensure residents are at the heart of our decision-making

#Newhampeoplesbudget

**CORPORATE PLAN
2019-2020**



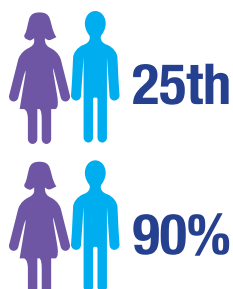
NEWHAM AT A GLANCE

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POPULATION

25th most deprived local authority area in the country (IMD 2015)

90% of residents say people from different backgrounds get on well together



359,800

Newham has 359,800 residents (2019 mid-year projection, ONS)



31.6 years

median age
Lower than London(35.1)

28,730

8%
0 to 4 years

88,658

24.6%
0 to 17 years

244,135

67.9%
18 to 64 years

26,987

7.5%
65 years & over

ECONOMY

Economically active 74.3%

Economically active 74.3% lower than London (78.5%)

In employment 70.7% lower than London (74.5%)

Unemployed 5.5% higher than London (5.1%)

Claimant count 2.3% lower than London (2.4%)

49% **In poverty after housing costs 49%** higher than national average (22%)

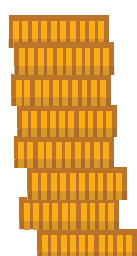
INCOME

£598.80



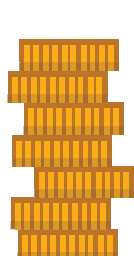
Living in Newham
£598.80
– lower than London (£670.80)

£581.80



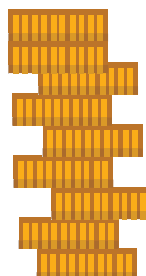
Working in Newham
£581.80
– lower than London (£713.20)

£520.60



Female
£520.60 – lower than London (£628.70)

£634.10



Male
£634.10 – lower than London (£719.70)



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DIVERSITY

BAME population – 72.5%

Ethnic group:

- Asian – 45.5%
- White – 27.5%
- Black – 17.9%
- Mixed/multiple – 5%
- Other ethnic group – 4.1%

220 languages spoken



Top 3 main languages other than English:

- Bengali – 7.4%
- Urdu – 4.4%
- Gujarati – 3.3%

Religious Beliefs

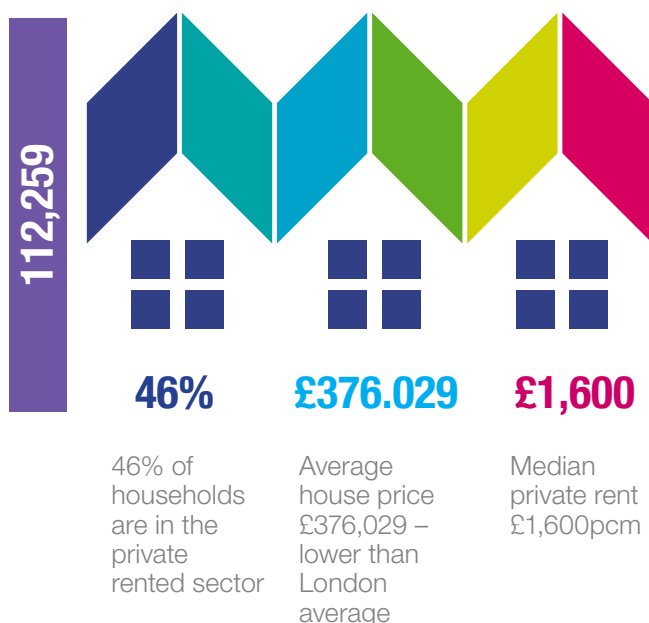
- 40% Christian
- 32% Muslim
- 8.8% Hindu
- 2.1% Sikh



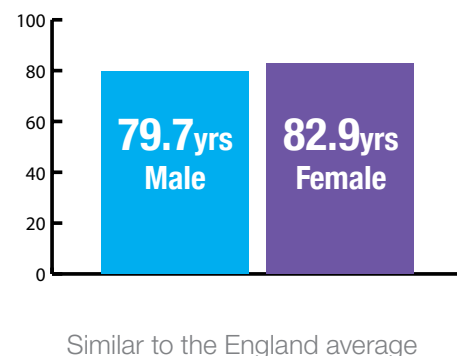
- 58.6% have English as their main language – lowest proportion in England and Wales
- 78.9% of residents speak English well/very well – lower than London (81.5%)

HOUSING

There are 112,259 homes in Newham



LIFE EXPECTANCY



WORKFORCE 4,150

The council has 4,150 staff



- 58% of employees are female
- 42% of employees are male

Employees are:

- 39% White British
- 24% Black or Black British
- 23% Asian or Asian British
- 4% Mixed heritage

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FUNDING

- Since 2013, the council's core grant has been cut by £91m
- Council funding is spent on:

Support for older or disabled people and mental health services



37%

Social care for vulnerable children



23%

Education services for children and young people



16%

Leisure centres, libraries, parks and community centres



7%

Homelessness and housing services



6%

Environmental services



5%

Crime, ASB and consumer safety



3%

Workplace, planning and economic regeneration



3%

Back office – including HR, legal, property, IT



Less than 1%

Levies and central budgets



Less than 1%

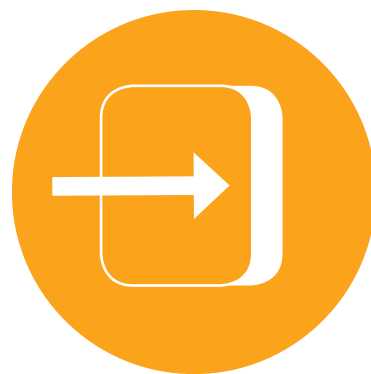
Registrars, pollution, mortuaries, cemeteries, animal welfare



Less than 1%

Building Newham's Future Together

**CORPORATE PLAN
2019-2020**



INTRODUCTION

Building Newham's Future Together

CORPORATE PLAN 2019-2020

INTRODUCTION – WHAT IS THIS PLAN ABOUT?

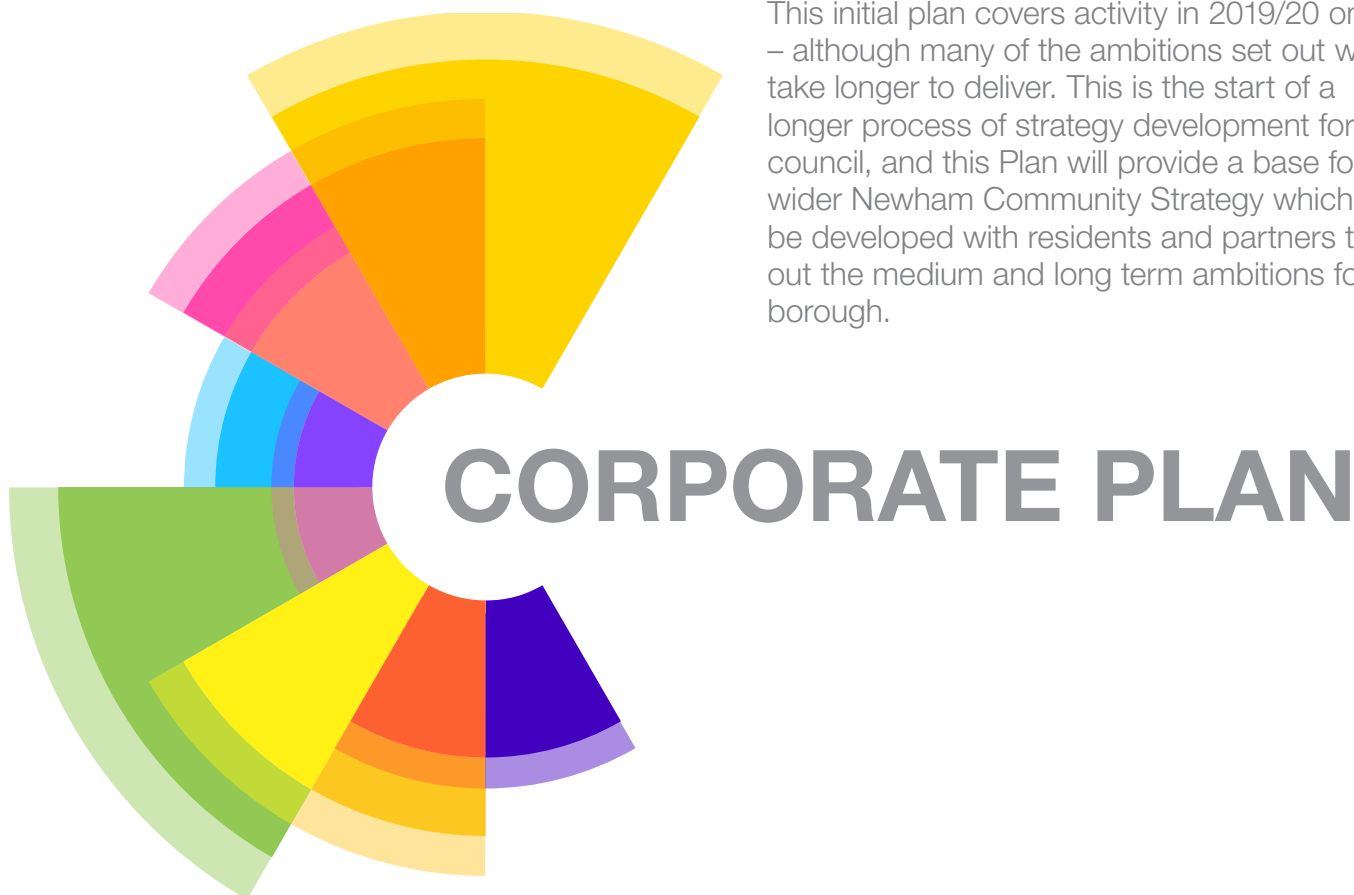
This plan sets out what the Council will do in 2019/20 to achieve the Mayor's vision for Newham, as chosen by the electors in May 2018.

It is the first time in many years that the Council has published a corporate plan. So it reflects an organisation in transition.

The Plan reflects the pledges set out in the Mayor's Manifesto, and shows how those pledges will be taken forward in 2019/20. It also supports the Community Plans which have been developed by the Newham Citizens' Assemblies, and provides a framework for the individual business plans that will be developed by the Council's operational services.

The corporate plan is mainly about what the Council does. However, it will also link with the strategies and plans which are developed by the partnership boards of which the Council is a member. It provides the basis for a performance and planning framework which sets out clearly our priorities, with the main tasks that we will deliver in 2019/20, and headline performance indicators which capture how, and how effectively, those priorities are delivered.

This initial plan covers activity in 2019/20 only – although many of the ambitions set out will take longer to deliver. This is the start of a longer process of strategy development for the council, and this Plan will provide a base for a wider Newham Community Strategy which will be developed with residents and partners to set out the medium and long term ambitions for the borough.



**CORPORATE PLAN
2019-2020**



PRINCIPLES

Building Newham's Future Together

CORPORATE PLAN

2019-2020

PRINCIPLES

We have agreed some key principles on which the corporate plan is based.

People at the heart of everything we do

When planning, delivering and reviewing our service offer we will listen to and involve the people whose lives are affected. Community and customer engagement is central to policy development, service delivery, and how services will be designed. We will use high quality and rigorous research and analysis, including representative surveys of residents and service users; and we will hold regular citizen and youth assemblies which will provide a forum for people to express their views and input their ideas.

Openness and transparency

We will improve the openness of our democratic, financial, HR and procurement processes. This includes opening up our work to independent scrutiny to ensure that the decisions we make about how we spend our money are scrutinised and so we can learn from past experiences and improve to meet the standards of best practice. We will ensure that we have sound and ethical governance processes.

Efficient delivery and value for money

The Council now has an agreed financial strategy to deliver high quality services which meet the needs of residents and businesses in the borough. A focus on value for money is key if we are to meet the objectives set out in this plan. A challenging financial context, which includes unprecedented cuts to our budget, makes it even more essential that the way we work is as efficient as possible.

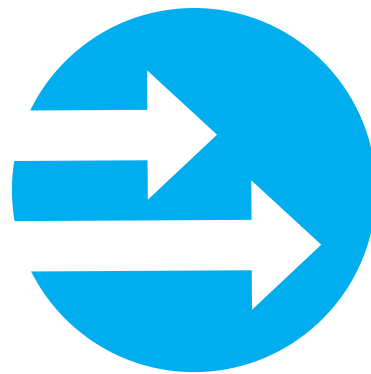
Working in partnership

We cannot achieve better outcomes by working in isolation. We will work with our partners to deliver results together. Whether that is with police to improve youth safety, health partners to prevent ill health, or schools and other education providers to increase attainment, skills and readiness for employment.

Inclusion

Newham is the most diverse local authority area in the country. We celebrate our diversity as one of our greatest strengths, and we are committed to ensuring that the Council's approach is inclusive and reflects the diversity of those that we serve. We ensure a robust approach to equalities, and aim to promote positive social integration in all that we do.

**CORPORATE PLAN
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PRIORITIES

Building Newham's Future Together

PRIORITIES

Our vision and principles underpin five priorities in 2019/20 for the services that we provide, and an additional priority to strengthen the way that the Council works, so that we are fit for the future.

PRIORITY 1:

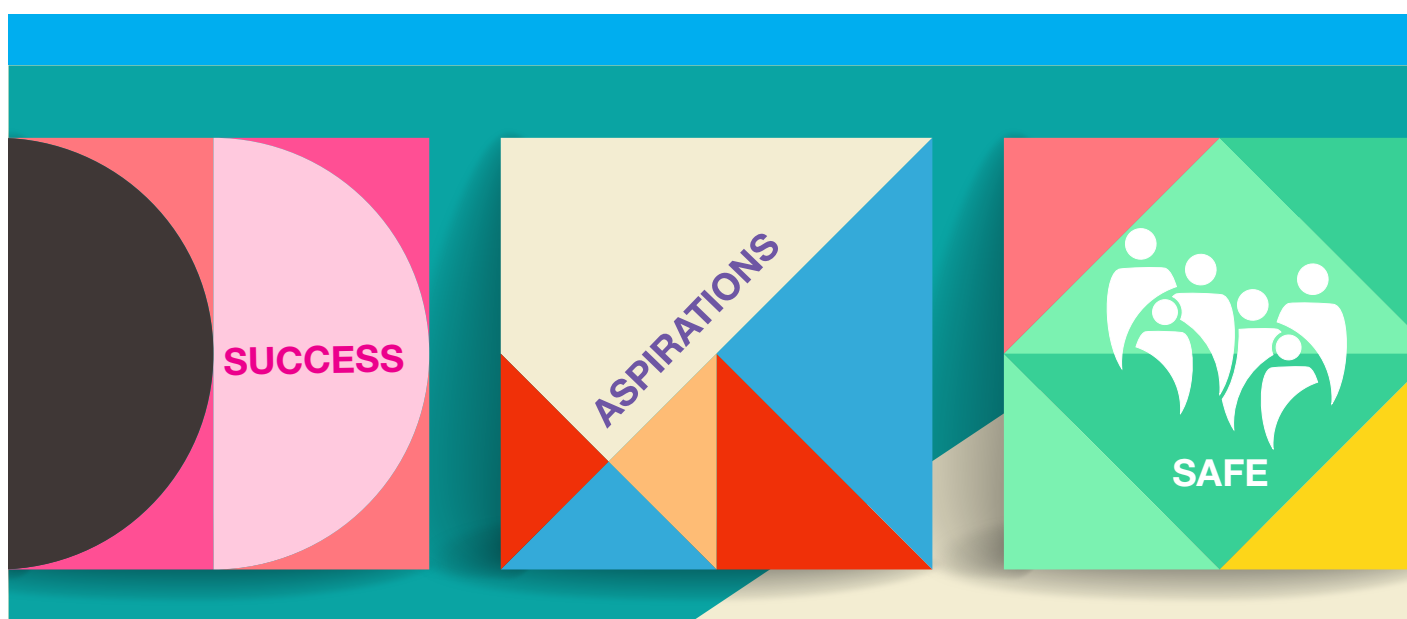
Bright futures: supporting children and young people's aspirations, keeping them safe and removing barriers to success

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 a lack of opportunity 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 improving youth safety
- Clear pathways for children at risk, those in care, and care leavers

We have already established a programme of youth citizen assemblies to involve our young people in decisions about their services and their borough. We have also committed an additional £1.4m to improve youth services in 2019/20, alongside significant investment in children and young people's services. In the coming year, we will:



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OBJECTIVE	ACTIONS TO ACHIEVE THIS IN 2019/20
Improve standards for all children in Newham schools	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.
Increase the range of activities, support, and training available to young people	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.
Deliver a positive vision for the future and clarity on what children and young people can expect from the Council and other services	<p>Develop a children and young people plan that:</p> <ul style="list-style-type: none"> • Articulates the Mayor's vision for children and young people • Ensures that Newham meets its statutory duties for children's services, • Establish a set of principles which can guide key decisions • Reflects children's and young people's own views and ideas <p>Draws from up-to-date evidence and projections about children and young people in Newham.</p>
Work with partners to improve youth safety and increase young people's feelings of safety	<p>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:</p> <ul style="list-style-type: none"> • Building a clear understanding of the community's and young people's safety concerns and the drivers of violence and exploitation in Newham • Developing a five year multi-agency Youth Safety Action Plan • 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
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	<p>Update of needs assessment to inform the Looked After Children Sufficiency strategy</p> <p>Establish a Complex Safeguarding Hub</p> <p>Refresh early help needs assessment</p> <p>Review the family nurse partnership for young mothers to explore how it could be enhanced</p>
Support children and young people's health and wellbeing	Deliver an improved community based mental health service for all age groups

Building Newham's Future Together

PRIORITIES

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 and place-making – building communities where people want to live

- Establish a single, well-resourced housing delivery team that joins up and scales all existing initiatives and is set up for success
- 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

We have already established housing as a top priority. Our housing delivery statement sets out the scale of our ambition, and we have secured £107m from the Mayor of London's Council Homes for Londoners Fund to deliver over 1,000 new homes at social rent levels. We have re-purposed the Council's housing delivery company, Red Door Ventures, to focus on genuinely affordable homes, and agreed £120m of investment to improve existing Council homes. Below sets out our priorities to continue this work.



CORPORATE PLAN

2019-2020

OBJECTIVE	ACTIONS TO ACHIEVE THIS IN 2019/20
<p>Start building 100 new Council owned homes to be let at social rent levels with a target of at least 1,000 starts over four years, which will include homes for residents with disabilities.</p>	<p>Implement our Housing Delivery Plan which clearly sets out how these homes will be delivered, including establishing a single Housing Delivery Team.</p> <p>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.</p>
<p>Ensure that at least 50 per cent of homes that are built on Council-owned land in Newham over the next four years are let at social rents.</p>	<p>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</p> <p>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.</p> <p>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</p> <p>Submit a planning application for the next phase of Custom House regeneration.</p>
<p>Increase community engagement in development and redevelopment of housing and neighbourhoods</p>	<p>Review planning processes to be more transparent and enable more resident input.</p> <p>Deliver greater involvement of residents and residents groups over Carpenters Estate and Canning Town and Custom House Regeneration</p> <p>Work with partners to establish a Community Land Trust.</p> <p>Establish a resident engagement team and significantly increase and improve the level and to support this work and reinstate resident forums</p>
<p>Improve quality of existing Council homes and estates and increase resident satisfaction</p>	<p>Launch a survey of Council tenants and leaseholders, and plan improvement works programme which will significantly increase planned investment over the next five years.</p>

Building Newham's Future Together

CORPORATE PLAN

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OBJECTIVE	ACTIONS TO ACHIEVE THIS IN 2019/20
Reduce fraud and other misconduct in local Right to Buy applications	<p>Set up a process rigorously to scrutinise all right to buy applications.</p> <p>Assess the impact of Right to Buy in Newham to inform a robust response to government</p>
Ensure homeless households are housed in the borough wherever possible	<p>Review and update approach to housing allocations and out-of-borough placements.</p> <p>Explore innovative forms of temporary accommodation and develop support services to prevent a return to being homeless</p>
Reduce the number of people living on the streets and ensure they are treated with compassion	<p>Use grant funding to deliver additional emergency accommodation for the most vulnerable street homeless</p> <p>Build on the ongoing Housing First pilot to improve support for homeless people with complex needs.</p> <p>Work with the homelessness co-production forum to ensure those with experiences of homelessness can feed views that support design of services</p>
Build on the Council's Private Landlord Licensing scheme to pursue rogue private landlords more vigorously	<p>Ensure that all properties are inspected through the course of the current five-year private rented licensing scheme.</p> <p>Work with tenant rights groups to ensure that tenants are aware of their rights and how to report concerns to the Council.</p>

PRIORITIES

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, and seek to make the most of the assets that we and our partners have in the borough. 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.

We have already announced our intention to become a Living Wage Council, with £12m over the next four years set aside to achieve this goal, and we have written to businesses across the borough encouraging them to follow our lead. Over the coming year we will develop a comprehensive community wealth building strategy, including the activities overleaf:



CORPORATE PLAN

2019-2020

OBJECTIVE	ACTIONS TO ACHIEVE THIS IN 2019/20
<p>Improve and increase employment opportunities for residents</p>	<p>Review Workplace and ensure a focus on quality jobs and support for vulnerable, under-represented groups</p> <p>Become a Living Wage employer, and support others in the borough to do so by establishing a Living Wage Unit</p> <p>Review contract conditions to require suppliers to offer benefits for the local community such as employment opportunities wherever possible.</p> <p>Support and nurture new and existing small businesses to create jobs</p>
<p>Increase skills levels in the borough and strengthen pathways from education and training to employment</p>	<p>Develop a skills strategy for Newham including a focus on young people and apprenticeships.</p> <p>Promote continued community access to affordable adult learning and skills training</p>
<p>Work with all our partners to use our procurement and supply chain to spend public money locally to support Newham businesses</p>	<p>Review the Council's spend and procurement activity and strategy, including the weighting of social value activity for contractors.</p> <p>Increase the use of Dynamic Purchasing Systems which allow new suppliers to join at any time</p>
<p>Improve partnership with the voluntary sector to support community wealth building</p>	<p>Deliver a strategic review of community spaces that recognises wider social value</p>
<p>Prepare for the impact of Brexit on the Council, residents and the local economy</p>	<p>Continue Council's resilience planning for potential impact of Brexit.</p> <p>Review and mitigate potential impacts on Council, residents and economy through the Newham Brexit Board.</p>

PRIORITIES

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

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

We have already established a parking review, with a series of citizens' assemblies to involve people in developing a fairer parking scheme. We have also abolished the bulky waste charge to help us tackle fly tipping, and held workshops with residents to develop community-led solutions. Over the coming year we will continue with the work overleaf.



CORPORATE PLAN

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OBJECTIVE	ACTIONS TO ACHIEVE THIS IN 2019/20
<p>Improve resident satisfaction with parks, open spaces and neighbourhoods in the borough</p>	<p>Strengthen planning processes to encourage greater resident input and increase the quality of urban design</p> <p>Deliver a parks strategy that will invest in our parks and increase use</p> <p>Increase number of parks in the borough with green flag status</p> <p>Increase number of residents-led initiatives</p>
<p>Work with the GLA and other bodies to contribute to improved air quality</p>	<p>Deliver a local action plan on improving air quality in the borough</p>
<p>Increase the use of sustainable transport methods</p>	<p>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</p> <p>Introduce at least three Liveable Neighbourhood areas securing funding from Transport for London (TfL)</p>
<p>Improve recycling rates</p>	<p>Maintain investment in visiting team and conduct communications campaigns seeking to influence behaviour change and improve recycling rates</p> <p>Increase work of visiting teams in schools</p>
<p>Reduce instances of fly-tipping and improve public perception on the Council's approach to street cleaning</p>	<p>Establish pilot behavioural change programmes and increasing personal responsibility of residents</p> <p>Remove charges for bulky waste collection, monitor and review impact of fly-tipping after 1 year</p> <p>Continue robust monitoring of districts through contract management</p> <p>Review street cleaning services</p> <p>Bring grounds maintenance back in house to provide more local direction</p> <p>Develop the Urban Newham programme which will see improvements made to shop fronts, introduce murals, and improve underpasses.</p>
<p>Create a fair and consistent parking scheme for local residents and businesses</p>	<p>Consult on and implement a review of parking policy</p>

PRIORITIES

PRIORITY 5: Quality of life - improving our health and social care system so it works for Newham residents

We want our residents to be proud of our local 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.

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OBJECTIVE	ACTIONS TO ACHIEVE THIS IN 2019/20
Improve health outcomes in Newham	<p>Identify the key lifestyle factors that impact on the major causes of ill health in the borough.</p> <p>Draw upon data and evidence to identify Council and partner activity, potential pilots and review current non-mandated spend.</p> <p>Work across Council directorates to ensure health is a consideration in policy development.</p>
Improve access to and quality of services and facilitate the mental wellbeing of residents	<p>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.</p> <p>Assess Council activity to ensure mental health is a consideration in both internal and external policies</p>
Improve quality and accessibility of local services	<p>Champion the case for local health systems that are responsive, accessible and integrated.</p> <p>Support the CCG in efforts to improve primary care services and channels of communication with residents.</p> <p>Ensure the developing integrated care system's commissioning processes have joint clinical leads and elected representatives.</p>
Maximise funding for Adult Social Care	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
Ensure adult safeguarding practices are embedded across Council services	Work with the Safeguarding Adults Board to embed a cross-council approach to adult safeguarding.
Increase resident satisfaction with adult care services for both users and carers	Continue support better home care for vulnerable adults.
Increase positive experience of care and support for children and young people with mental health issues	Deliver an improved community based mental health service for all age groups

PRIORITIES

PRIORITY 6:

An efficient and effective Council: making Newham Council work better for everyone

This plan sets out an ambitious and challenging policy and service delivery agenda for the Council in 2019/20. We are going through major change to realign the organisation, and to build the capability to deliver the Vision and Priorities.

Building an organisation that is fit to deliver for the long term is therefore one of priorities in the next 12 months. We intend to:

- Engage and empower our workforce to focus on improving outcomes for our residents
- Build and maintain effective relationships with partners including the health service, local businesses, and the police

- Improve communication between residents and the Council, ensuring that we are a responsive organisation and involving residents in decision making
- Adopt a comprehensive and robust approach to equality and diversity in service delivery and as employers
- Modernise our systems, including our digital infrastructure, to support smarter ways of working

We have already done a great deal to open up decision making, with a series of local citizen assemblies attended by over 1,000 residents and public questions reintroduced at our more regular council meetings. We have set a balanced budget for 2019/20, reflecting investment in our new priorities. Over 500 staff have participated in workshops to help change our organisation for the better. We will continue to drive this and ensure an efficient and effective council through the activities overleaf.

CORPORATE PLAN

2019-2020

OBJECTIVE	ACTIONS TO ACHIEVE THIS IN 2019/20
Align our organisation to the Vision and Priorities	<p>Complete a re-structuring of the Council and the recruitment of a new senior management team.</p> <p>Develop with staff a clear statement of our core values, and establish a Values Commission to ensure that those values run through everything that we do.</p>
Increase openness and transparency, and improve local democracy to genuinely involve residents in decision making	<p>Establish the Democracy and Civic Participation Commission</p> <p>Continue delivery of Citizen Assembly programme to involve residents in decision making.</p>
Ensure that our internal control systems and our approach to managing performance reflect best practice in the public sector.	<p>Establish an independent Internal Controls Commission, and implement its recommendations.</p>
Workforce who are well engaged and focused on outcomes for residents	<p>Establish a new behaviour framework, and embed it within how we recruit, select, appraise, and promote staff.</p> <p>Invest in staff development to improve skills and capabilities.</p> <p>Work towards achieving Investors in People status by the end of 2020.</p>
Adopt a robust and comprehensive approach to equality and diversity	<p>Secure accreditation through the Local Government Equalities Framework</p> <p>Review and update our internal policies and procedures, including anti-bullying and whistleblowing</p>
Modernise our systems	<p>Implement the first phase of a 'Smarter Working' programme to improve our ICT, rationalise our use of buildings and estate, and better working conditions</p>
Provide good value for money and demonstrate our efficiency	<p>Deliver £2.7 million savings in operating costs</p> <p>Develop and implement new internal control systems for financial management, procurement, and performance reporting.</p> <p>Through our annual budget setting process ensure the Council balances its budget and has a financial plan to complement this corporate plan.</p>

CORPORATE PLAN

2019-2020

OBJECTIVE	ACTIONS TO ACHIEVE THIS IN 2019/20
Review all the Council's Joint Ventures, PFI Schemes and outsourced contracts.	Continue review of the Council's outsourced contracts, including recalibrating the Council's relationship with the businesses externalised under the previous Council Services to Small Business (CSSB) programme.
Improve responsiveness and quality of customer service	Improve customer access strategy as part of 'smarter working programme', and ensure responses to resident queries with reasonable deadlines



KEY MEASURES

CORPORATE PLAN

2019-2020

KEY MEASURES

We will report regularly and publicly on our progress in delivering the priorities in this plan. We will use the key measures to below as headline indicators assess our progress over time. The measures will be an overall 'scorecard' of our results.

These measures will be revised as part of the wider engagement process leading to our community strategy, while more detailed performance reporting will also be provided in the service plans developed under this corporate plan.

In 2019/20 our key measures will be:

PRIORITY	MEASURE
Overall	<ul style="list-style-type: none"> Resident satisfaction
1-Bright Futures	<ul style="list-style-type: none"> Reduction in instances of crime and anti-social behaviour involving young people up to the age of 25 % of Education, Health and Care plans completed within 20 weeks Number of care leavers in education, training or employment Child Protection Plans - rate per 10,000 under 18s % of single assessments carried out within 45 days (children social care)
2-Building Communities	<ul style="list-style-type: none"> Number of genuinely affordable homes started Numbers in temporary accommodation Timeliness and quality of repairs and maintenance (planned maintenance and reactive)
3-Community Wealth Building	<ul style="list-style-type: none"> Number of residents in employment Number of residents paid London Living Wage Increase in % of council spending locally
4-Environment for All	<ul style="list-style-type: none"> Levels of street cleanliness Fly-tipping volumes and public reports
5- Quality of Life	<ul style="list-style-type: none"> Overall satisfaction of carers with social services and of people who use services with their care and support.
6-An efficient and effective council	<ul style="list-style-type: none"> Levels of staff engagement Levels of sickness absence Expenditure in line with budget and financial plans

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