

## What we will deliver in 2017/18

Key Accountability	Strategic Director	Quarter 1 2017/18 Update
<b>Community Leadership and Engagement</b>		
1. Delivery of the Borough Manifesto through the Barking and Dagenham Delivery Partnership.	Chris Naylor	<p>The Barking and Dagenham Together- Borough Manifesto was launched on the 10th July at an event hosted by CU London. The launch was well attended by partners and other stakeholders. Partners fully supported the vision and targets set out in the manifesto and spoke about the need for everyone to play their part.</p> <p>The Manifesto was agreed by Cabinet on 11th July.</p> <p>The Borough Manifesto sets the roadmap of what collectively the Council and partners need to deliver. Progress against the targets will be monitored by the Barking and Dagenham Delivery Partnership.</p>
2. Summer of Festivals showcasing the best of the borough.	John East	The Summer of Festivals programme is being presented during the period May to September 2017.
3. Develop a 'giving model' for the Borough including crowdfunding and local lottery schemes.	Chris Naylor	<p>Initial developments have taken place around a local giving model for the Borough:</p> <ul style="list-style-type: none"> <li>• The Crowdfunding platform has been launched and officers are working with infrastructure partners to support project development.</li> <li>• The licence for the Local lottery has been applied for and the lottery should be launched in September. The application has been delayed at the Gambling Commission</li> </ul> <p>A giving model- percent is being developed and will be piloted in the autumn.</p>
4. Strengthen partnership arrangements for the borough.	Chris Naylor	<p>The commitment of partners to work together was apparent at the Borough Manifesto launch, at which all partners shared their excitement about the renewed partnership spirit that the establishment of the Barking and Dagenham Delivery Partnership has led to.</p> <p>Collaborate CIC, funded by Lankelly Chase Foundation, are now commencing a piece of work to help enable stronger partnership working in the borough. Partners will all be interviewed with a</p>

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		view to producing a report setting out recommendations for partnership working in the borough.
5. Support the development of the community and voluntary sector.	Chris Naylor	<p>A number of initiatives have been taken with this regard:</p> <ul style="list-style-type: none"> <li>• Ongoing review with BDCVS and partners of the infrastructure support required to support civil society begun- reporting November 2017</li> <li>• Officers are working with BDCVS and partners to support initiatives such as data sharing and governance development.</li> <li>• Funding to develop a participation culture applied for, final decision for first two years of funding due – July 2017. Two successful bids to date.</li> <li>• Applications supported for a range of external funding bids for civil society</li> <li>• Officer recruited with Government funding to support civil society groups applying for funding for bringing communities together.</li> </ul>
6. Adoption of a master plan for Parsloes Park setting out plans to improve the park over time and when funding allows to encourage more residents to use it for formal and informal recreation and enable the council to apply for external funding to support the implementation of this vision.	John East	The Parsloes Park masterplan and the wider Parks and Open Spaces Strategy was adopted by Cabinet on 11 July 2017. Work continues on the proposal to establish: London’s first Youth Zone in the park, a regional football hub comprising artificial turf pitches and new changing rooms, and new facilities for cricket.
7. Develop an East London Industrial Heritage Museum as part of the redevelopment of the Ford Stamping Plant.	John East	A feasibility study is now being produced to enable Members to make a decision in Autumn 2017 whether there is a robust and sustainable business case for the proposal.
8. Improve the amenity value of the Abbey Green to encourage informal and formal recreation.	John East	The scope of the development scheme has been agreed with St Margaret’s Church, the Council’s key partner. It is expected that the partnership funding bid to the Heritage Lottery Fund (stage one) will be submitted in September 2017. If successful, work will start on site in spring 2018 to address urgent priorities that will remove the site from the Heritage at Risk Register. A further funding bid to the Heritage Lottery Fund (stage two) will be submitted in Winter 2018 to meet the

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		costs of wider improvements to the site.
<b>Equalities and Cohesion</b>		
9. Implement the Equality & Diversity Strategy for the borough, ensuring it helps deliver the council's vision.	Chris Naylor	The Equality and Diversity Strategy was agreed by Cabinet on 11th July. It sets out the council's vision for equality and diversity. The strategy is a comprehensive document which seeks to improve outcomes for residents. It sets four high level objectives along with a series of objectives and actions to tackle inequality. The strategy links with existing plans and strategies across council services.
10. Deliver the Gender Equality Charter actions, including Women's Empowerment Month (WEM).	Chris Naylor	Women's Empowerment Month 2017 was a huge success and planning for WEM 2018 will commence in Autumn.
11. Ensure Members and staff are appropriately trained in equalities issues.	Chris Naylor	<p>On 17 May 2017, Flipside, in partnership with the local MET Police LGBT Liaison Officer, delivered gender and sexual identity awareness Training to Members.</p> <p>On 25 October 2017, a session is planned that will focus on community safety issues for the local LGBT+ community.</p> <p>In May 2018, as part of the induction programme following the local election, Members will receive equalities training.</p>
12. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative.	Chris Naylor	The 'Donate a Flag' initiative is progressing with a number of flag raising ceremonies taking place celebrating the diverse community of Barking and Dagenham.
13. Develop and publish a Cohesion Strategy for the borough.	Chris Naylor	A paper proposing an approach to developing a community cohesion strategy has been drafted.
14. Develop a programme to make the Council an exemplar equalities employer.	Chris Naylor	The Equalities and Diversity Strategy has an objective around the Council being an exemplar equalities employer. The Equality in Employment policy sets out the council's approach to leading the way in being an exemplar employer. The council offers flexible working, family-friendly policies, and is working to improve gender and BME representation across all levels of the

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		workforce.
15. The establishment of the East London Women's Museum to enable the creation of a heritage attraction of regional significance.	John East	A Heritage Lottery Fund bid has been submitted to meet the costs of a 'pop up' programme of exhibitions, talks, workshops and events, which if successful will be a cornerstone of the borough-wide Women and Activism programme in 2018. A report will be presented to Cabinet in October 2017 to confirm the terms of lease and other support for the Museum. The Museum will be officially launched in January 2018. It is anticipated that the Museum itself will open during 2019 but this is wholly dependent on the completion of the housing development in which it will be sited.
<b>Enforcement and Community Safety</b>		
16. Implement the borough-wide parking strategy.	Claire Symonds	The Parking Strategy was adopted in the Autumn of 2016. We have delivered on virtual permits, carried out a review of the fees and charges, invested in new technology and are currently undertaking a review into new paid for parking areas across the borough.
17. Deliver the new self-funding Enforcement Service using data and insight to target interventions and maximise impact, including the name and shame campaigns to communicate the enforcement work being undertaken.	Claire Symonds	This has not commenced at this time, other than the name and shaming campaign which commenced in April which has resulted in the publication of images and prosecutions. There have been 5 prosecutions to date.
18. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords.	Claire Symonds	The council continues its programme to address rogue landlords. Since April 2017, the service has issued 268 licenses following enforcement action, achieving an income of approximately £170,000
19. Progress the Civic Pride agenda through a series of behavioural	Chris Naylor	The council has now adopted a Public Space Protection Order against dog fouling in Barking Park, Mayesbrook Park and Abbey Gardens. We are also introducing a dog DNA registration scheme for

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change campaigns including the reduction of dog fouling.		council tenants who own a dog. This will commence in August through a voluntary scheme in the initial months.
<b>Environment and Street Scene</b>		
20. Ensure the Council promotes Reduce, Reuse, Recycling.	Claire Symonds	<ul style="list-style-type: none"> <li>• ‘SlimYourBin’ campaign was launched last year to engage the public on behavioural change towards waste reduction.</li> <li>• The ‘no side waste’ enforcement was launched in May 2017, by the Enforcement team with a view to changing behaviour and issuing Fixed Penalty Notice to persistent offenders who put out side waste repeatedly despite receiving warning letters from the Enforcement Team.</li> <li>• Waste minimisation visits and direct engagement- Key focus area: <ul style="list-style-type: none"> <li>- Events updates/Blogs/articles and social media support</li> <li>- Public Events, Road shows and workshops</li> <li>- NEW initiatives hard to reach groups</li> <li>- Capacity Building of community organisations</li> <li>- Community Litter Picks</li> <li>- Recycling Sessions</li> <li>- Give and Take Days/Swap Shops</li> <li>- Schools workshops/assemblies/litter picks and eco school support activities</li> </ul> </li> </ul>
21. Develop a needs-based targeted approach to street and open space cleanliness.	Claire Symonds	<ul style="list-style-type: none"> <li>• A deep clean programme has started on 17 July 2017 to 24 July 2017, covering primary shopping areas, secondary shopping areas, main streets, and side streets. After piloting the new operating model, this will be reviewed after six months for seasonal adjustments, before making recommendations for borough wide implementation.</li> <li>• A management restructure has been completed that will drive these changes.</li> </ul>
22. Implement the Highways Improvement Strategy and funded	Claire Symonds	<ul style="list-style-type: none"> <li>• Marlborough have been appointed as the contractor for the next 5-year period.</li> </ul>

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programme with the intention of improving conditions and perceptions of the quality of roads and pavements.		<ul style="list-style-type: none"> <li>A programme of works have been developed for the next three years and is now been actioned.</li> </ul>
23. Delivery of an effective green garden waste service.	Claire Symonds	<ul style="list-style-type: none"> <li>A chargeable green garden waste service was successfully launched on 2 April 2017. The service operates from April to October each year.</li> <li>The cost for the service is £80 for a two-year signed-up subscription expiring on 31 October 2018. Customers have the option to pay £40 per year.</li> <li>The total number of residents that have signed up for the service in 2017 is 7,587.</li> </ul>
<b>Educational attainment and school improvement</b>		
24. Seek to ensure all young people are in education, employment or training.	Anne Bristow / John East	<ul style="list-style-type: none"> <li>NEET action plan in place following January and March Member workshops to accelerate progress. 14 core actions, including across key groups, governed by NEET Board.</li> <li>LA NEET + Unknown position moved from 4<sup>th</sup> quintile to 2<sup>nd</sup> quintile nationally between 2016-2017.</li> <li>Plans regarding NEETs in place for Community Solutions.</li> <li>£37k development grant bid received from Big Lottery to develop large Social Impact Bond proposal around NEET prevention. Full bid to be submitted in October 2017.</li> </ul>
25. Work with partners (particularly schools) to get more young people to go on to study at 18 and ensure all young people achieve good GCSE and 'A' Level results.	Anne Bristow	<ul style="list-style-type: none"> <li>School sixth forms are reviewing their recruitment strategies for Year 11 students into post-16.</li> <li>The Council is providing support for schools to improve their media coverage of post-16 successes. Scholarships to recruit and retain the top 50 students within the LA will be implemented in August 2017.</li> </ul>
26. Create 300 new places for September 2017 and 120 for September 2018.	Anne Bristow	<ul style="list-style-type: none"> <li>Achieved for September 2017 for both primary and secondary pupils. For 2018 there is potential pressure for places to the north of the borough.</li> <li>The planned expansion programme for Robert Clack including Lymington Fields is currently behind programme following the complications resulting from transferring procurement from the Councils LEP to Be First. In addition, this has brought about a potential affordability gap. GM School Investments is working with CDU to resolve quickly.</li> </ul>

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27. Ensure every child attends a 'good' or 'outstanding' school, focusing on the schools that are currently 'requires improvement'.	Anne Bristow	<ul style="list-style-type: none"> <li>Monitoring Boards are in place at 2 of the 3 local authority schools judged requires improvement. Recent Ofsted monitoring inspection reports confirm their impact.</li> <li>The ULT academy trust has established a review board for the academy judged to require improvement. The UTC in special measures is receiving additional support from an outstanding secondary school and Teaching School Alliance.</li> </ul>
28. Work with schools to improve teacher recruitment and retention.	Anne Bristow	<ul style="list-style-type: none"> <li>The availability of apartments for newly qualified teachers is being promoted to all schools as well as the possibility of family housing for second and third appointments.</li> <li>The success of local schools is being highlighted in the increased active media coverage. Teaching School Alliances within the local authority are becoming increasingly successful at recruiting secondary NQTs.</li> </ul>
29. Ensure a focus on the needs of vulnerable children in all areas of education including those with Special Educational Needs (SEN) and those looked after and implement SEND inspection recommendations.	Anne Bristow	<ul style="list-style-type: none"> <li>The Local Area SEND Inspection was largely positive, albeit that a number of recommendations were made concerning areas for improvement. These are acknowledged and an Improvement Plan is being developed that will, ultimately, be incorporated into the wider SEND Commissioning Plan (that sits under the existing SEND and Inclusion Strategy).</li> <li>Plans underway with Partnership Learning and EFA for two new special schools to open September 2018 and September 2019.</li> </ul>
<b>Economic and Social Development</b>		
30. Launch Community Solutions within specified timeframe as set out in the Target Operating Model.	Anne Bristow	On track – Heads of Service recruited; budgets reprofiled; ICT work underway; culture and communications started; service reconfigurations underway.
31. Develop and implement an Employment and Skills Strategy.	John East / Anne Bristow	Session planned for a fundamental service review.
32. Implement the new Customer Access Strategy which includes promotion of digital services including 'One Borough Live'.	Claire Symonds	<p>Work is continuing on developing and delivering new e-forms, ten have been launched so far, with around another likely to be in scope for delivery by December.</p> <p>At the same time, a new website is planned for delivery in December too, with "One Borough Live" launching imminently. Workshops are beginning in August to develop</p>

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		a telephony solution for the Council as a whole.
<p>33. Implement plans for new homes across the borough including schemes in:</p> <ul style="list-style-type: none"> <li>• Barking Town Centre</li> <li>• Riverside</li> <li>• Chadwell Heath</li> <li>• Ford Stamping Plant</li> </ul>	John East	<p>Construction commenced at Cambridge Road and is progressing well on Abbey Road. Gascoigne East, North Street and Kingsbridge are also in construction.</p> <p>In discussion with C2C and Patrizia about comprehensive redevelopment of Barking Station incorporating Trocoll House</p> <p>Barking Riverside – Strategic Infrastructure Scheme and Stage 2 North SFP due for submission in September and Station Square District Centre SFP due for submission December which combined equal 3500 homes</p> <p>Employment Study underway to survey industrial areas including Chadwell Heath and to develop concept masterplans with objective of no net loss of jobs and 3000 homes. Due for completion November. Have spoken to several landowners wishing to sell including owner of Muller and CED sites. They are happy to wait for completion of employment study before taking their plans further.</p> <p>St Congar continue to make good progress with clearing the Ford Stamping Plant site and we are in discussions with EFA, LocatED and Childrens Services to finalise site for secondary and special schools. St Congar have also inputted into brief for Museum of East London the brief for which will be issued shortly and which they have proposed they will part fund. Next pre-app meeting being Scheduled for September.</p>
<p>34. Implement the Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments.</p>	John East	<p>Evidence base currently being finalised this includes Strategic Flood Risk Assessment (now complete), Gypsy and Traveller Study (refinements being made to final draft), Employment Study (due for completion November and will include conceptual Masterplans for Creekmouth, Chadwell Heath and Castle Green), Strategic Housing Land and Availability Assessment (due to completion September), Religious Meeting Places Study (due for completion September), Characterisation Study (complete). Draft Local Plan to be reported to March Cabinet.</p>
<p>35. Develop and take forward transport and infrastructure developments to support and drive growth including:</p> <ul style="list-style-type: none"> <li>• The A13 Tunnel</li> </ul>	John East	<p>ASF are currently in discussions with RMS over resolving the contractual barriers to delivering the Castle Green scheme. Currently looking at a phased approach starting with Barking Rugby Club site and area around Dagenham Motors. Separately through the Employment Land Study Hawkins Brown are doing a concept masterplan for the Council for incorporation in the Local Plan.</p>



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<ul style="list-style-type: none"> <li>• Crossrail</li> <li>• Barking Station upgrade</li> <li>• Barking Riverside links</li> <li>• C2C stopping at Dagenham East</li> <li>• Lower Roding crossing</li> <li>• Thames crossing</li> <li>• DLR Extension</li> </ul>		<p>Crossrail – services begin December 2018</p> <p>Barking Station – AECOM appointed to agree passenger forecasts and short medium and long-term improvements. Study due to be complete October 2017. In parallel to this C2C have appointed Farrells to look at potential for over station development and discussions have opened with Patrizia about their involvement vis a vis Trocoll House.</p> <p>Barking Riverside links – Awaiting SoS decision on Overground extension. Leader wrote to SoS expressing concern over delay. Onward extension to Abbey Wood included in Mayor’s Draft Transport Strategy.</p> <p>Lower River Roding crossing – Included in Mayor’s Draft Transport Strategy. TfL have identified a preferred alignment and an indicative cost of £100m. Will have to be funded by development and Berkeley Homes interest in sites either side of the river is a potential funding source.</p>
<p>36. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy.</p>	John East	<p>The workshops being established for the Employment Study are an ideal means of establishing a forum for engagement of businesses/business groups to help inform a Business Development Strategy.</p>
<p>38. Develop a film and creative arts centre in the borough that raises the profile of the borough, improves local economy and provides local skilled employment.</p>	John East	<p>LBBD/GLA funded feasibility study being finalised. Lease due to be taken of additional land for film stages in advance of a procurement exercise to select an organisation to build and run.</p>
<p><b>Social Care and Health Integration</b></p>		
<p>39. Deliver transformation proposals for children and adults social care, disability services.</p>	Anne Bristow	<ul style="list-style-type: none"> <li>• Children’s Social Care: Implementation is well underway and on track to deliver savings within timescales.</li> <li>• Adults’ Care &amp; Support transformation programme also on track to deliver and being managed through the programme arrangements – initial restructures largely completed, including development of localities. Disability Service ‘soft launched’ in May 2017, new management relationships forming and new systems. Implementation of new IT system well in hand, to support improved social care delivery from March 2018 (children) and June 2018 (adults).</li> </ul>

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<p>40. In implementing changes to children's social care, ensure new arrangements deliver improved outcomes for children and young people whilst delivering a balanced budget through initiatives such as improving the recruitment and retention of social workers.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> <li>• Many outcomes show a positive trajectory – though there is still much room for improvement.</li> <li>• Implementation of the Children's Social Care Target Operating Model (TOM) is well underway and on track to deliver savings. This includes reducing the Social Care overspend from a high-point of £11.1m to £2.6m in 2016/17.</li> <li>• Current forecasts suggest that the remainder of this will be eradicated during 2017/18 and 2018/19, including delivering additional savings toward pressures in 2018/19.</li> </ul>
<p>41. Ensure that the Council is planning and delivering a comprehensive set of housing options for people with care and support needs particularly older people and those with mental health problems.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> <li>• Across Care &amp; Support commissioning and Growth &amp; Homes, work continues to put a specific programme in place to support the aspirations for older people's housing identified in the scoping report that was completed earlier this year.</li> <li>• Sites are being identified for exemplar extra care housing schemes for older people, and existing accommodation that is below standard has been identified for potential redevelopment. Cabinet are expected to receive a strategy paper in the Autumn.</li> <li>• Tenders have been issued for new, more flexible and outcomes-focused mental health supported living and floating supports services, and we expect those to be in place in the new year.</li> </ul>
<p>42. Create employment opportunities and ensure appropriate support for people with Learning Disabilities.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> <li>• A series of practical steps have been completed to see more people with learning disabilities experiencing paid work. Last year, our figures improved slowly (from 3.5% to 4.5%) and already this year thanks to a programme of work taster sessions performance is expected to more than double this figure.</li> <li>• Longer work experience opportunities are being offered for the late Summer and early Autumn, and officers will be capitalising on the improved relationships with employers that are generated to scope longer-term and permanent work opportunities.</li> </ul>
<p>43. Ensure that there is an organisational focus on safeguarding vulnerable adults and children and young people through appropriate governance, an updated Domestic and Sexual Violence Strategy and a focus on child sexual exploitation.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> <li>• A new Child Sexual Exploitation (CSE) co-ordinator has been appointed and this post has been established on a permanent footing.</li> <li>• The development of a CSE strategy and an update on our Problem Profile (though multi-agency profile that allows us to understand the prevalence of CSE in the borough) are key priorities during 2017/18.</li> </ul>

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<p>44. Ensure the public health grant is effectively targeted to improve health outcomes and implement a range of behavioural change campaigns to help tackle issues such as obesity, smoking, substance misuse, teen pregnancy and low take up of vaccinations.</p>	<p>Anne Bristow</p>	<p><b>Smoking:</b> Several additional practices have pledged to participate in the programme for 17/18 which should increase Primary Care activity.</p> <p>Also, following a recent workshop on Tobacco Control, the Tobacco Control Strategy will be presented at the Health and Wellbeing Board in September.</p> <p><b>Substance Misuse:</b> The Substance Misuse Strategy Team are working on the recommissioning of substance misuse treatment services to ensure appropriate support to Shared Care GPs and that Community Pharmacies continues and their work is enhanced. The Shared Care Coordinator also now sits within Public Health.</p> <p><b>Obesity:</b> As part of the 2017/18 Obesity Communications Campaign, the summer obesity campaign will be launched on 1 August in Mayesbrook Park.</p> <p><b>Teen pregnancy:</b> 2016 Q1 under-18 conception data shows that the quarterly rate has fallen to 28.2 per 1,000 population, which places the borough second from bottom in London for the quarter.</p> <p>Measures to tackle the issue of teen pregnancy continue in the borough through education, advice and promotion of the C-card scheme (3,300 young people signed up and there were 6,400 repeat visits in 2016/17 – the highest in London).</p> <p><b>Vaccinations:</b> Work is being undertaken by the CCG in conjunction with NHS England to identify and target practices with poor immunisation activity.</p> <p>The BHR flu planning group will reconvene next month to start work on implementing and monitoring the winter flu plan.</p>
<p>45. Continue to play a leading role in delivering greater integration of health and social care across Barking and Dagenham, Havering and Redbridge.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> <li>• Cabinet Member for Social Care &amp; Health Integration continues to chair the Integrated Care Partnership Board for Barking &amp; Dagenham, Havering and Redbridge contributing to democratic leadership of moves to integrate health and social care services. July's Board meeting is intending to receive an update on moves for providers (NELFT and BHRUT principally) to lead frontline integration activity, together with plans for joining up commissioning to support this activity.</li> <li>• The Council has been leading the development of localities, bringing social care teams together with GPs and community health services. The Sustainability &amp; Transformation Plan has been signed off by NHS England and the ICP Board ensures that this delivers for residents of our three boroughs, even though concerns remain about the democratic validity of the STP</li> </ul>

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		approach.
46. Ensure corporate parenting responsibilities are being successfully undertaken.	Anne Bristow	<ul style="list-style-type: none"> <li>• The Annual Corporate Parenting report demonstrates that Corporate Parenting responsibilities are being undertaken.</li> <li>• Performance outcomes for children in care are generally good and actions are in place for improvement where this is required. For example, the number of care leavers who are NEET.</li> <li>• Children and young people continue to attend the Member Corporate Parenting panel and give their views on further improvement.</li> </ul>
47. Deliver the Youth Zone for Parsloes Park, providing a fully accessible facility for young people based on the successful Youth Zone model elsewhere in the country.	Anne Bristow	Delivery of the Youth Zone has been delayed due to the complexity of the planning approval process for the scheme. Alongside consideration by LBBDs Development Control Board, the scheme also has to secure approval from the GLA. It is expected that the GLA will approve the scheme in July 2017, which will enable work to start on site in August 2017. This will mean that the building will be completed in late September 2018 rather than July 2018 as originally anticipated.
<b>Finance, Growth and Investment</b>		
48. Reduce the amount lost to the tax payer through rechargeable repairs where damages to council housing are the liability of the tenant.	John East	Commentary to be provided.
49. Ensure all residents that will be affected by changes to the benefits system, are engaged with to support them in preparing for changes.	Claire Symonds	The Welfare Reform Task Force are taking preventative action to minimise and mitigate the impacts that follow the Welfare Reform changes. The council's Welfare Reform Task Force can help households get into work or increase their hours of work, find alternative housing that they can afford, maximise all the benefits that they are entitled to and provide debt advice. The Welfare Reform Team and the Benefit Department work closely together to ensure that any impacts on affected customers are reduced and work alongside the Job Brokers, Job Centre Plus and also relevant support agencies.
50. Offer affordable housing to key workers within services areas that are struggling to attract and recruit	John East	<p><b>Street purchases</b></p> <p>At July 2017, the Street Purchase Programme has:</p>

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suitable staff.		<ul style="list-style-type: none"> <li>• 15 offers made (1 and 2 beds)</li> <li>• 6 offers imminent</li> <li>• 12 viewings diarised (inc 3 and 4 bed houses for key workers)</li> </ul> <p>Key worker accommodation is being prioritised. We are in negotiations with both school and social work staff to agree take up. Properties are expected to come on stream Sept/Oct 2017.</p> <p>The Council is also working with Pocket Living on a low-cost starter home scheme of 77 units focussed on key workers.</p>
51. Ensure that the 2017/18 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed.	Claire Symonds	<p>The forecast position for the full year as at the end of May 2017 is an overspend of £4.795m. In many ways, this could be regarded as a worst-case forecast that should be reduced by further management action. However, it should also be noted that new pressures and risks may yet emerge. The position will be closely monitored and reported to Cabinet monthly.</p> <p>If this forecast was still the final position by the end of the financial year it would require a drawdown on the Council's reserves. Although we do have sufficient to cover this amount, a reduction in the reserves would mean less capacity for strategic investment and the management of future risks.</p> <p>With respect to the Medium Term Financial Strategy (MTFS) until 2021, the current budget gap has increased from the £22.167m to £23.003m in July 2017, with £16m occurring in 2018/19. Work to rectify this budget gap is currently being worked on (see below).</p>
52. Set a balanced budget for 2018/19.	Claire Symonds	<p>The 2018/19 Budget as per the MTFS approved by Assembly in February identified a budget gap for 2018/19 of £14.954m.</p> <p>There are a number of risks and pressures that have arisen since February which have affected the budget gap. These include major factors such as Children's Care and Support pressures surrounding the recruitment of permanent social workers, continuing pressures relating to Homelessness due to growing demand, reconfiguration and funding surrounding Public Realm, and the restricted use of CCTV to issue Penalty Charge Notices, all of which have pressures circa £900k - £1m. These contributed to increasing the revised budget gap of £20.520m.</p> <p>In order to manage down the pressures for 2018/19, a number of adjustments to the MTFS are proposed to reduce the budget gap. These include absorbing staff inflation and pay awards into existing budgets (as happened in 2016/17), absorbing non-staff inflation into existing budgets, the</p>

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		<p>impact of legislative changes that we built into the MTFS, but have not occurred have been removed, and Community Solutions will effectively manage down demand pressures.</p> <p>Having taken into account the risks and pressures outlined above, and the adjustments made to the MTFS, the revised budget gap is now £16m for 2017/18.</p>
<p>53. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services.</p>	<p>Claire Symonds</p>	<p>The Revenues Team continues to improve collection rates for all streams of income. There are several risks and pressures that have and will arise throughout the year. Housing Benefit has decreased by 7%, or £900k, placing additional pressure on the Rents Service to collect more. The increase in council tax coupled with the Adult Social Care precept puts more pressure on council tax collection. In addition, council tax support paid to residents is now lower than at any other time. Strict adherence to good recovery practices are being maintained to mitigate these risk as well as close liaison with the Benefits Team and the Citizens Advice Bureau. Action by enforcement agents is closely monitored to ensure maximum collection performance, but allows flexibility to recall cases where it becomes apparent that this action is no longer effective or appropriate.</p> <p>In December 2017, all new claimants (with some exceptions) will be required to apply for Universal Credit via the DWP. This will result in a reduction in Housing Benefit being paid directly to the tenant's rent account and payment will be made directly to the applicant. Although it will take some time for the full effects of this to be realised, work has commenced to identify any potential collection issues and to put in place procedures to mitigate them.</p>
<p>37. Supply heat and potential power to residents through affordable energy projects.</p>	<p>John East</p>	<p>First schemes underway are Gascoigne East and Becontree Heath with proposals for further schemes being developed.</p>