

Introduction & Background

Havering is a well-run and cost effective Council, despite being systemically underfunded since 2010, and receiving the third lowest level of general grant support of all London Councils. Our unit costs are the 16th lowest compared to 16 other Outer London boroughs, i.e. the lowest as assessed by LG Futures. We are ranked by IMPOWER (at their last point of formal publication) as being the 5th most productive council in the country. Our income collection for Council Tax is in the top-quartile in London, and, despite having the 5th lowest core spending power in London, our performance against the Oflog dataset is strong overall.

The Borough's young people population is growing rapidly and, according to the Census, we are the fourth fastest growing in percentage terms nationally. This is alongside the second oldest population in London, which is also increasing. We have been vocal and transparent about the need for fundamental reform which recognises our systemic underfunding in light of the diverse and complex needs of our fast growing population, which we cannot resolve on our own. In November 2023 we applied for a capitalisation direction of *ca.* £54m to enable the Council to set a legally balanced budget for 2024/25. This has been agreed in principle subject to an external assurance review of our current financial management arrangements, and the production of an Improvement and Transformation plan, focused on delivering the Council's key objectives and our plan to secure the medium term financial position.

We welcome this opportunity to evaluate what productivity means for Havering, and to broaden our focus from efficiency and cost saving.

Our Vision – The Havering you want to be part of

Since November 2022, the Council has set a vision and has also agreed three member priorities and a refreshed corporate plan. Member priorities are: 'Improved Customer Service and Resident Engagement', 'Digital Capability' and more recently 'Financial Stability', with an emphasis on lobbying of central government as outlined in our Corporate Plan).

The Vision and new Corporate Plan start the 'Golden Thread' in Havering. This feeds into Director Service plans through a balanced scorecard approach, and filters down to individual performance reviews. Interactive Power BI Corporate Performance Reports monitor the Corporate Plan KPIs, with the first report due in August for Q1 2024-25 data.

Transforming the way we design and deliver services

Despite our financial position, there are a number of examples of innovation in Havering, including the delivery of our new Target Operating Model which includes an integrated team across the Council and NHS and embedding of the life stage approach to improving outcomes for residents.

In order to support greater productivity and resilience, we need to agree an affordable transformation programme to build on the progress we have already made. As members of the Local Government AI network we are keen to push forward with projects that could realise future savings, however the investment to undertake this in a cash poor, albeit well run council, is a significant barrier.

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Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
Target Operating Model	<p>Redesign the organisation to include clear design principles that support collaboration and promote efficiency and productivity.</p> <p>Success Criteria: Organisation structure in place and culture change taking place</p>	Redesigned the organisation into three areas of 'People', 'Place' and 'Resources'	Andrew Blake-Herbert	Complete	
Health and Social Care	<p>Bring together key elements of health and care and the budgets that support those services.</p> <p>Success Criteria: Integrated teams set up and joined up working arrangements established</p>	Create an integrated team between Havering and NHS North-East London (NEL)	Andrew Blake-Herbert	Complete	
oneSource Shared Service	<p>On 28 April 2023, the oneSource Joint Committee made the decision to return several services to each borough. Detailed plans were put in place to bring specific services back into Havering over an 18-month period. Human Resources & Organisational Development, Financial Business Partners and Procurement have now all moved back to the Resources Directorate.</p> <p>Success Criteria: Teams returned to respective boroughs and provide excellent support services</p>	Human Resources & Organisational Development to move back into Resources Directorate	Kathy Freeman	Complete	
		Financial Business Partners to move back to the Resources Directorate.		Complete	
		Procurement to move back to the Resources Directorate.		Complete	
		Legal & Governance and Transactional Services are currently remaining as a shared service in OneSource.		Ongoing	
ICT	ICT to process the division back to a sovereign IT service which will secure access to dedicated technical resources and a Havering-only focused digital strategy.	<p>Under the new operating model, work has started on understanding, refocusing and reframing current transformation project portfolios into four new categories. These are:</p> <ul style="list-style-type: none"> IT Sovereignty: Decoupling of technology and IT services provided by oneSource and creation of Sovereign IT Service 	Mark Duff	Ongoing	

Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
	<p>Success Criteria:</p> <ul style="list-style-type: none"> • Successful separation of technology and IT services from oneSource. • Establishment of a fully functional Sovereign IT Service. • Measurable improvements in service agility and responsiveness. 	<ul style="list-style-type: none"> • Service and System Improvement: Upgrade and migration from ageing legacy systems (presenting cyber and operational failure risks) to modern Software as a Service platforms. In doing so we are reviewing service outcomes, processes and data to ensure we maximise the opportunity of change to modernise our ways of working and deliver better resident outcomes. • BAU: IT BAU projects • Business Lead: Projects request that come directly from a service 			
Commissioning	<p>Improvements in commissioning arrangements are expected under our new integrated team at place. This brings together key elements of health and care and the budgets that support those services, with a joint senior leadership structure under the Director of Partnership, Impact and Delivery, that aims to reduce barriers and duplication, and increase value for money. Focus on partnership working, including leveraging funding from partners to increase the reach of our voluntary sector</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> • Team bought together and vacant roles recruited into. • Develop joint commissioning priorities focussed on quality, efficiencies and value for money, particularly where there is duplication. • Manage large commissioning programmes to deliver savings and spend reductions 	<p>Programme Plan for each life cycle (starting well, living well, ageing well), including delivery of Supported Housing and Residential Care programme.</p> <ul style="list-style-type: none"> • Commissioning of service for Mawneys Close and Mowbrays Close site development • Costed business case development for future schemes, including capital and net revenue savings 	Luke Burton	Ongoing	

Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
Health and Social Care	Reduce hospital readmissions and associated costs. Success Criteria: Delivery of 2024/25 MTFS following pilots <ul style="list-style-type: none"> • Ward led enablement • Community reablement 	Use a ward-led enablement pilot to support patients against decline during their hospital stay and increase their confidence in returning to their home environment.	Annette Kinsella	Ongoing	
		Discharge to Assess (D2A) residential pilot is to trial the use of block beds for residential D2A. This will align therapy support alongside the care home and the social workers.			
		Creation of local care home capacity			
Customer Relationship Management (CRM)	Deliver improved resident experience and service efficiency through the implementation of a modern, fit for purpose Digital Platform. Success Criteria: <ul style="list-style-type: none"> • User Satisfaction: Ensuring that the new CRM platform enhances the user experience for residents, with a focus on ease of use and accessibility • Service Efficiency: Measuring the improvement in service delivery times and efficiency, including faster response times for service issues, Freedom of Information requests, and complaints • Scalability and Future-Proofing: The platform should be scalable to accommodate future growth and adaptable to potential changes in technology or service requirements 	A CRM platform will deliver improved resident experience and service efficiency through the implementation of a modern, fit for purpose Digital Platform built on Dynamics 365. This will replace the Council’s ageing ‘My Havering’ online portal, and its associated contact centre processes and back office integrations. The programme will be delivered incrementally over a four-year period. CRM Phase 1, which is now in the closedown stage, has improved the online customer experience with enhanced maps for reporting service issues, meaningful status updates and closure reasons on completion of works, Freedom of Information requests, and complaints.	Mark Duff	Ongoing	
Complaints	Improve customer satisfaction levels	Review our complaints policy and move to a simplified two stage process.	Paul Fisher	Complete	

Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
	<p>Success Criteria:</p> <ul style="list-style-type: none"> • Effective monitoring and reporting arrangements established • Improvement in speed of response to complaints • Introduction of CaseTracker platform to reduce admin burden on services • Opportunity to identify trends, insights and lessons learned to improve service delivery 	<p>Performance data, including that relating to complaint handling and learning, is regularly reviewed by our Executive Leadership Team (ELT) and Cabinet, and will be reported through our quarterly published report from April 2024.</p>	<p>Paul Fisher</p>	<p>Ongoing</p>	
<p>Debt</p>	<p>Continue to be in the top quartile for income collection in London for Council Tax, business rates and rent.</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> • Collection rates maintained for NNDR and Council Tax, debt is dealt with quickly to reduce the debts owed to the Council. • Reduction in debt levels achieved 	<p>Set up a debt recovery board to focus on high volume / high amount debts. Using data to focus and target our efforts to identify</p>	<p>Kathy Freeman</p>	<p>Ongoing</p>	
<p>Housing</p>	<p>The reliance on hotel accommodation, particularly chain hotels, remains a risk to the council</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> • Supply from private rented sector is able to help mitigate demand. 	<ul style="list-style-type: none"> • Deliver 2000 units over 5 years, across 11 schemes with equity fund partners, (to be used to reduce the reliance on hotel accommodation and typically expensive night rates). • Improve the quality of our private sector lease stock. 	<p>Patrick Odling-Smee</p>	<p>Ongoing</p>	
<p>Climate Change</p>	<p>To implement the Havering Climate Change Action Plan</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> • The Council is carbon neutral by 2024 	<p>Continue to monitor the Climate Change Action Plan through annual report to Cabinet</p>	<p>Kathy Freeman</p>	<p>Ongoing</p>	

Use of technology and better use of data to improve decision making

We recognise that a key driver in improving productivity is to manage our systems and data well in order to become a data driven organisation, as emphasised in our Corporate Plan for 2024/25. Our data is regarded as a valuable resource which is used every day to run our services, and in a proactive manner to inform early intervention and demand management.

A good example of how we use data is through our Single View of people, properties and businesses. Combining the data from the different systems used by Council services through the use of unique identifiers and matching algorithms enables us to see a full picture or “single view” of our residents. This in turn allows data to be shared internally between departments, subject to the correct access permissions. It is a valuable resource for checking data integrity and maintaining accurate records, to minimise the proliferation of disparate and non-standardised data sources and support effective decision-making and service delivery. It is also used for our own in-house detection of potential fraud and in annual savings exercises, (such as those undertaken by the London Counter Fraud hub), for example Council Tax single person discount and Freedom Pass verification. It is used in services such as Electoral Registration to verify the details of new voters and as an additional check before the removal of those no longer eligible. We have recently been able to use single view data to underpin our targeted marketing campaign “Havering helps”, which aims to get financial support quickly to eligible residents when they need it most.

For all services there is an ongoing process of continuous improvement which is supported by diligent Information Governance, and transparent reporting protocols. Valuable data resources include:

- The Havering Data Intelligence Hub <https://www.haveringdata.net>
- Havering Local Insight <https://havering.localinsight.org/>, which focusses on public health
- Havering online mapping https://www.havering.gov.uk/info/20143/contact_us/186/online_mapping_system
- Havering Consultation site <https://consultation.havering.gov.uk/>
- Havering internet site www.havering.gov.uk which has a specific page dedicated to the publication of financial data and transparency information https://www.havering.gov.uk/info/20044/council_data_and_spending
- The MyHavering account https://www.havering.gov.uk/info/20205/my_account. This is an online facility which supports self-service by allowing residents to view their Council accounts in one place.

We regularly share data with many partners including the NHS, Companies House, Electoral Reform Commission, and the ONS. We also value the benefit of collaboration with organisations such as the London Office of Technology and Innovation (LOTI), who have substantially improved digital collaboration across London since 2019. Sharing data is essential to a number of Council processes and improves outcomes for residents by getting things right first time and speeding up processes. It is monitored through the use of data sharing impact assessments and data sharing agreements. Our privacy notice <https://www.havering.gov.uk/privacynotice> informs residents of how we gather and process their personal information and their individual data rights.

Objectives	Actions	ELT lead	Timescale	RAG Rating
<p>Reduce the challenges from ageing legacy systems including cyber and operational failure risks, the lack of APIs to interrogate the data and the need for maintenance budgets to keep them supported.</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> All new systems provided as SAAS or hosted in our cloud environment Native API integration for all new systems Implementation of new system procurement principals based on the above 	<p>As part of the Service and System Improvement Plan, review, upgrade and migrate away from legacy systems to modern Software as a Service platforms.</p>	Mark Duff	Ongoing	
	<p>Add rigour to the selection of new systems through the use of guiding principles, to ensure compatibility and integration with our current systems.</p>	Mark Duff	Ongoing	
<p>Our Technology Roadmap incorporates the introduction of MS Azure tools which include AI and predictive analytics.</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> Increased time efficiency for key workers Predictive accuracy in BI to predict trends and outcomes 	<p>Test generative AI in the form of Beam Magic notes in Adult Social Care and co-pilot in People initially for supervision, note-taking, minuting and document creation.</p>	Barbara Nicholls	Ongoing	
	<p>Expand the use of Co-Pilot to our BI environment to assist us with general report creating and also predictive analytics.</p>	Mark Duff	Ongoing	
<p>Connect residents seamlessly into local and nationwide support services for health, wellbeing and the wider determinants of health, such as cost of living support to reduce demand on key clinical services, (such as urgent care and GP practices) as residents will be empowered to find more appropriate support services themselves.</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> Frontline workers using “Joy” to refer residents into preventative support More residents accessing preventative support 	<p>Implement the “Joy” app, a new referral and case management system for all frontline workers and social prescribers.</p>	Luke Burton	Ongoing	
	<p>Use the wealth of analytics on the Joy platform to show the volumes of referrals into different services, key support needs of residents of different demographics and gaps in service provision, to inform future commissioning decisions.</p>	Luke Burton	Ongoing	
<p>Provision of timely and pertinent datasets across all services</p> <p>Success Criteria:</p> <p>Data is used to inform evidence based decision making</p>	<p>Develop and publish a suite of Power BI management reports for officers and decision makers in various services such as social care and housing.</p>	Mark Ansell	Ongoing	
	<p>Use the provision of exception highlight reports to allow managers to quickly establish any issues with data quality and therefore supports continuous improvement.</p>	Mark Ansell	Ongoing	

Objectives	Actions	ELT lead	Timescale	RAG Rating
	Look at developing this automation further by exploring data lake technologies.	Mark Duff	Ongoing	
Progress the integration of health and social care data Success Criteria: Delivery of the ‘Triggers for Care’ project and subsequent Population Health Management (PHM) interventions arising from it	Support more joined up working and improved data integration between the local authority and its health partners	Mark Ansell	Ongoing	

Your plans to reduce wasteful spend within your organisation and systems

Havering is a well-run Council and significantly experienced in the elimination of wasteful expenditure, borne from years of systemic underfunding against unprecedented levels of demand. We are focused on maximising our financial sustainability by reducing demand and increasing productivity. We have resilience and recovery boards to monitor spending activity and our ongoing plans to reduce wasteful spend include the following:

Area	Objective	Actions	ELT Lead	Timescale	RAG rating
Workforce	Reduce agency and consultancy cost Success Criteria: Agency and consultancy costs are reduced.	Review of agency and consultancy costs across all services whilst increasing capacity in critical services including social care and housing.	Kathy Freeman	Ongoing	
	Review of staff resources to ensure the right capacity and capability supports delivery of efficiencies and savings Success Criteria: Maintenance of vacancies across the Council wherever possible <ul style="list-style-type: none"> • Successful MTFS delivery • Reduced agency use • Reduced sickness and turnover 	Recruitment panel for all posts to see if the vacancy can be held or the role stopped/paused	Kathy Freeman	Complete	
		Maintaining holding of vacancies across the Council wherever possible			
		Move staff who are working for Havering as agency onto fixed term/permanent contracts			
Invest to save proposals to support delivery of MTFS					
LGA commissioned independent review of our EDI arrangements	Invest £250k in a programme of work to support the move to a self-service model and reduced the need for a permanent EDI team.	Kathy Freeman	Complete		

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Area	Objective	Actions	ELT Lead	Timescale	RAG rating
	Success Criteria: A self-service model is adopted and the EDI team is no longer required.				
Housing	Reduce tenancy arrears Success Criteria: Arrears reduced	Focus on collecting former tenant arrears for Council and PSLs (currently about £2m each)	Paul Walker	Ongoing	
	Supported accommodation for care leavers Success Criteria: <ul style="list-style-type: none"> To ensure all our care leavers eligible for housing obtain their tenancy and hold on to it as a responsible adult. To reduce the spend on supported accommodation for this cohort of young adults 	Monthly review of each young person’s plan. New Panel, to track all care leavers who require housing in the borough.	Tara Geere	Ongoing	
Health & Social Care	Social care placements are both appropriate for the service user and represent best value for the authority Success Criteria: <ul style="list-style-type: none"> Reduction in cost of high-cost social care placements Reduction in no of out of borough placements 	Reviews of all high-cost social care placements	Annette Kinsella	Ongoing	
		Review of placements to identify in-house opportunities rather than more expensive out of borough placements	Tara Geere	Ongoing	
	Review agency expenditure in Starting Well Success Criteria: £1.23m of overspend in Starting Well during 2023/24 was largely attributed to staffing costs and reliance on agency workers. We will reduce costly agency expenditure	Implementation of AYSE newly qualified social worker posts	Tara Geere	Ongoing	
		The Council is currently developing new staff structures as part of its response to the recent OFSTED judgement and will actively aim to recruit permanently to this structure in order to minimise dependency on agency staff moving forwards.	Tara Geere	Ongoing	
	Joint work with Health and hospitals to ensure costs for continuing care are shared appropriately	Work even more closely with NHS NEL to: <ul style="list-style-type: none"> provide a more robust process to ensure children and adults are supported jointly in care planning 	Luke Burton	Ongoing	

Area	Objective	Actions	ELT Lead	Timescale	RAG rating
	<p>Success Criteria:</p> <ul style="list-style-type: none"> Children and adults are supported in care planning Fairer formula is agreed Funding is shared 	<ul style="list-style-type: none"> ensure system-wide funding is shared using a fairer formula agreed by NHS NEL ICB an NEL Local Authorities. ensure better value from health and social care commissioning through joined up funding where possible and reduced friction between services. 			
Education	<p>Reduce spend on Home to school transport by promoting the use of a personal transport budget.</p> <p>Success Criteria: Spend on Home to school transport reduced</p>	Use of a prepaid card and individual accounts offered to families so they can organise their own transport, in addition to paying for a travel card for parents to escort their child to school/college using public transport.	Tara Geere	Ongoing	
Savings	<p>MTFS and Star Chamber processes are built into the annual budget setting cycle</p> <p>Success Criteria: Savings are made through Members and officers reviewing the following:</p> <ul style="list-style-type: none"> Assumptions in the MTFS on income, expenditure, inflation, demographic growth Delivery of savings put forward to date Policy decisions that will have a financial impact, incl. areas of investment required Baselining budgets so there is a shared and deeper understanding of what our money pays for. Opportunities for further savings and what we would stop if we had e.g. 10% less Areas where we can push full cost recovery on fees and charges. 	Identification of in-year savings proposals and stopping all non-essential or non-statutory spend	Kathy Freeman	Ongoing	
		Undertake Star Chambers to ensure we are delivering the £15m of savings agreed in 2024/25 and identify further savings for 2025/26 onwards	Kathy Freeman	Ongoing	
Procurement	<p>Support local economic growth, when feasible, and foster a procurement ecosystem that minimises waste and maximises resource utilisation.</p> <p>Success Criteria: The procurement team is committed to exploring and implementing procurement practices which</p>	To maximise the social value opportunity & local economic activity	Kathy Freeman	Ongoing	

Area	Objective	Actions	ELT Lead	Timescale	RAG rating
	carefully weigh the financial benefits of local purchasing against the efficiencies provided by frameworks.				
Climate Change	Reduce spend on energy across the Corporate Estate Success Criteria: Energy spend is reduced	Consider and agree options for medium term (4 years) flexible Procurement Framework for the supply of electricity and gas.	Paul Walker	August 2024	

Barriers preventing progress that the Government can help to reduce or remove

As emphasised in our letter to Minister Hoare of 28 February 2024, we believe the financial landscape for councils such as Havering is extremely bleak. The Council has made £164m of savings since 2010, sold assets to the value of £160m, and our unit costs are amongst the lowest compared to our neighbouring boroughs. The most significant barrier that Government can support us with is to address the inadequacy of the national funding formula to ensure that funding reflects need. We have evidenced within this plan that we are keen to innovate and maximise productivity within the limited resources available. Regrettably, unless there is fundamental reform which recognises our systemic underfunding in light of the diverse and complex needs of our fast growing population, then the progress we can make will be limited.

In addition to updating the funding formula, the following Government actions would also help to reduce barriers to productivity:

Area	Barrier	Request	ELT lead
For Priority attention			
Fees & Charges	Thames Freeport decision	The inclusion of the East Havering Data Centre Campus, Green Energy Infrastructure and Ecology Park in the Thames Freeport, would enable Havering to keep 100% of the business rates for the next 25 years, currently estimated at £50m per year. (Project subject to planning approval).	Neil Stubbings
Adult Social Care	Deliver the adult social care funding reforms which are crucial to providing long-term financial certainty for the sector.	Baseline all existing ASC grants and consolidate them into one fund. Implement the Hewitt Review recommendation of 1% of ICB budgets towards prevention.	Barbara Nicholls
	The high number of care homes in the borough means we are effectively “importing” residents, and when their funding runs out, we are required to pick up the cost.	Review the definition of a person’s “ordinary residence (LA)” within the Care Act. This should be based on their address when they started receiving social care (either from the local authority or self-funded).	Barbara Nicholls
	When people funded by another LA/ICB area are placed in Havering and then are sectioned (e.g. S3) again, we are then responsible for the ongoing costs.	Review the definition of a person’s “ordinary residence (LA)” within the Section 117 (Mental Health Act). This is a similar issue to the point above for the Care Act.	Barbara Nicholls

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Area	Barrier	Request	ELT lead
Children's Social Care	Profit making and Risk in Independent Children's Social Care Placement Providers.	Urgently reform the children's social care market to reduce profiteering, as per the Independent review of Children's Social Care. The LGA's report estimates the aggregated income of the top 20 providers to be around £1.94 billion, with the top 6 providers making up as much as 85% of the total profit.	Tara Geere
Education	There is a rising demand in the number of children requiring EHCPs and not enough spaces locally.	Allow Local Authority Maintained Schools to change their designation to be able to admit greater numbers of children with EHCPs or convert to become a special school.	Tara Geere
Multi-year settlements	One-year settlements.	The uncertainty driven by one-year settlements is a huge barrier to becoming more productive and enabling boroughs to plan services strategically and take invest-to-save decisions. Consider three or four-year settlements as an alternative.	Kathy Freeman
Grant funding	Ringfences and reporting	Remove ringfences and reporting requirements associated with grant funding to empower and trust councils to get on with delivering services.	Kathy Freeman
	Funding pots	Reduce the number of specific funding pots and arduous bidding processes, particularly in economic development and skills.	Kathy Freeman
	Public Health grant	Address Public Health underfunding relative to need, (data used to determine fair share more than 10 years old and historical underfunding by NHS never fully remedied), to reflect the rapidly changing population and needs of the borough. Currently Havering's 24/25 Public Health Grant (PHG) is £12,287, the equivalent of £45.6 per head. This is the 125 th lowest out of 155 local authorities in receipt of the grant.	Mark Ansell
Pay Award	At the moment Havering spends in the region of 5-10% of our reserves on inflation costs.	Updating the funding formula to include the pay award would reduce this financial burden.	Kathy Freeman
ICT / Innovation	Investment cost of AI projects	Becoming a funded partner in government projects would enable us to realise the full potential from AI and reduce costs	Mark Duff
Social Care	LAs competing on Agency worker Pay	Consider expanding legislation around children's agency workers to adult social care and other key roles (for example Occupational Therapists).	Tara Geere
	Outdated funding formula not reflective of our population needs	Ensure the Social Care Grant reflects children's social care needs (rather than only adult social care relative needs)	Tara Geere
Education	Improve identification of children at risk of harm	Introduce a mandatory register for electively home educated children	Tara Geere

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Area	Barrier	Request	ELT lead
Education	Lack of financial certainty in respect of DSG	Extend the DSG statutory override to provide financial certainty for councils – otherwise at least a quarter of councils risk running out of general fund reserves	Tara Geere
		Consider writing-off accumulated DSG deficits	Tara Geere
Apprentice-ships	Requirement of unused Apprenticeship funds to be returned to government.	We would like to use more of the levy to fund employment opportunities for young people and carers and not just the courses/qualifications, instead of having to return the grants back to government. If we continue on the projector that we are seeing today, we give approximately £700k back which we would be able to offer approximately 20 young people employment on a G4 role an average salary of £35k (including on costs)	Julie Harris
Housing	Right to buy legislation	Allow councils to retain 100% of Right to Buy receipts generated to support new housing development	Paul Walker
		Remove the cap on the proportion of individual sites that can be funded through Right to Buy receipts	Paul Walker
	Temporary increases in LHA rates	Make the increase in Local Housing Allowance rates from Autumn Statement 2023 a permanent measure.	Paul Walker
	Cap on Local Housing Allowance payable for Temporary Accommodation	Remove the cap on Local Housing Allowance payable for Temporary Accommodation in Housing Benefit subsidy (set at 90% of January 2011 LHA rates).	Patrick Odling-Smee
	Lack of funding	Provide funding to help councils buy accommodation sold by private landlords	Patrick Odling-Smee
	Government policy changes have altered the existing 2012 agreement beyond recognition.	Deliver a new HRA debt settlement based on updated assumptions	Neil Stubbings
	Home office bidding outbidding council	Reduce number of hotel rooms bulk booked by the Home Office. (The need for hotel accommodation, particularly chain hotels, remains a risk to the council as low levels of supply from private rented sector are unable to help mitigate demand).	Patrick Odling-Smee
Reduce number of local properties purchased by the Home Office in the borough.			
Regulatory framework	Regulatory Framework	Simplify the regulatory framework, including developing a coordinating role for Oflog.	Kathy Freeman
		Ensure regulators have the appropriate capacity and understanding of councils and local places, including their financial context.	Kathy Freeman