Executive

London Councils Corporate Business Plan 2017/18

Item no: 6

Report by:	Christiane Jenkins	**Job title:**	Director, Corporate Governance
Date:	20 June 2017		
Contact Officer:	Christiane Jenkins		
Telephone:	020 7934 9540	**Email:**	Christiane.Jenkins@londoncouncils.gov.uk

---

Summary

This report informs the Executive on the development of London Councils' Corporate Business Plan for 2017/18. The timescale for this has been adapted this year to reflect:

- The absorption of revisions flowing from consideration by Leaders and the Executive of key issues highlighted in the London Councils Challenge process;
- The cancellation of the formal Executive meeting in May owing to the calling of the General Election.

The draft plan includes statements of proposed purpose, key themes, work programmes and services for London Councils.

This has been developed following discussions by the Members of the Executive in November 2016 and February 2017 on the outcomes of London Councils Challenge and at Leaders' Committee in December 2016, February and March 2017. In addition, briefings and/or priorities have been shared with individual Portfolio Holders.

Recommendations

The Executive is asked to:

- Comment on the proposed purpose and themes for the organisation;
- Comment on the proposed work priorities in Appendices One to Three;
- Note that the Corporate Business Plan will be submitted for noting at Leaders' Committee AGM on 11 July 2017 incorporating any comments/changes from this meeting.

Corporate Business Plan 2017/18

Background

1. As in previous years, London Councils has developed two levels of business plan; a high level Corporate Plan available for external organisations and stakeholders and detailed internal divisional and directorate work plans developed for management purposes.

2. This report outlines the proposed content for the high level Corporate Business Plan. It has been developed following discussions by the Members of the Executive in November 2016 and February 2017 on the outcomes of the London Councils Challenge process and at Leaders' Committee in December 2016 February and March 2017. In addition, briefings and/or priorities have been shared with the respective Portfolio Holders for the following areas of work:

    - Devolution and Public Service Reform
    - Housing
    - Capital Ambition
    - Crime and Public Protection
    - Health and Child Safeguarding
    - Devolution and Public Services Reform
    - Adult Services
    - Greater London Employment Forum (GLEF) and Greater London Provincial Council (GLPC)
    - City Development
    - Transport and Environment
    - Grants
    - Finance & Resources
    - Welfare Reform
    - Equalities
    - Business, Skills and Brexit

3. The Corporate Business Plan outlines the purpose of London Councils and our overarching themes, the priority work planned for 2017/18 and notes the principles which underpin the way we work.

4. The text below reflects a range of conversations with members since the London Councils Challenge report was received. In particular, it draws on conclusions from the Executive Awayday session held in November 2016. The Executive is asked to comment on this. Amendments to the plan will be made following this Executive meeting and a final version will be submitted for noting by Leaders' Committee on 11 July 2017.

Proposed Corporate Business Plan 2017/18 - Purpose

5. London Councils helps London local government to influence the development of London as a world city and to secure outcomes on behalf of individual localities across London.

   Specifically:

   - London Councils is the collective **voice** for London local government. It seeks to be an influential advocate for the interests of boroughs, promoting both councils' leadership of their places and of a broad range of public services on behalf of their localities. London Councils fights for the resources, powers and freedoms that boroughs need to play that role.
   - London Councils is a **hub** for co-ordination and co-operation between boroughs collectively as well as a focus for mutual challenge and support designed to drive efficiency and future improvement on behalf of Londoners.
   - London Councils is a focal point for **brokering** the collective relationship between London local government and partners and stakeholders nationally and within London, including Government, the Mayor and wider London public services.
   - London Councils facilitates the development of shared London local government initiatives, campaigns and services. This includes the direct **delivery** of a defined range of services, as well as acting as an incubator for other shared activities.

Themes

6. Our over-arching themes for 2017/18 are as follows:

1) Resourcing London

In a period of acute financial retrenchment, we will continue to work alongside our member boroughs and partners to help manage the financial and wider public financing climate for London. We will:

- seek to lobby for London's interests in the distribution of funding/provide support on proposed changes in the basis of financing local government and promote greater fiscal devolution;
- work with boroughs and partners to develop means of trying to manage and mitigate the impact of financial reductions upon London boroughs;
- support councils as they seek to manage significant reductions in their funding base.

2) Shaping London and its localities

We will work with our member authorities and others to secure for them the tools, freedoms, powers and resources in order to help them shape their local places coherently and influence the development of London overall. We will:

- promote sustainable growth and seek to boost the supply of housing;
- influence the evolution of the London Plan and national planning policy in a way that reflects the importance of locally determined framework for shaping places;
- support moves to allow London to invest in its strategic and local infrastructure in a way that can support wider ambitions around sustainable growth.

3) Reforming London's Public Services

We will continue to highlight the strong London argument for boroughs, groups of boroughs and the Mayor to be at the heart of commissioning a broader range of integrated local public services. We will:

- work closely with the Mayor of London to continue to negotiate a further devolution settlement from London;

- continue to play a strong brokerage role to help develop opportunities that can be applied more broadly across London local government and, in particular, to support the implementation of the reforms that have been agreed in areas such as Skills, Employment and Health;

- support boroughs and groups of boroughs in their work to turn this into practice on the ground by providing shared learning and approaches and developing London frameworks that allow this devolution to take place at local level.

4) Supporting London to Deliver

We will continue to both work on behalf of our member councils and support them in securing good quality, effective and efficient services for local people. We will:

- provide a defined range of direct services to Londoners and London organisations directly on the collective behalf of boroughs;
- act as a focal point for brokerage and co-ordination between different London public services, the GLA group and boroughs on key delivery issues;
- work with key political, professional and managerial groupings across London local government to help strengthen the capacity of our members to innovate, share, learn and deliver good quality and cost effective services.

5) Influencing and Strengthening London local government's wider contribution

We will seek to secure strong and positive influence for London local government nationally and regionally and with a range of stakeholders. We will:

- ensure that borough influence on national policy – with Government political parties generally and other national partners – is strong and credible;
- ensure that London local government secures a critical role in the governance of London overall and that its indispensable contribution to effective leadership of the City is reflected in evolving structures and ways of working;

- work with wider partners – including other major city areas – to develop a clearer understanding of the interdependence of London and other parts of the country and to see that reflected in the evolution of policy.

Directorate Work Programmes

7. Our Directorate Programmes detail the range of work that will support our overall objectives, all of which relate in some way to our over-arching themes of resourcing London, shaping London and its localities, reforming London's public services, supporting London to deliver and influencing and strengthening London local government's wider contribution.

8. These Directorate Programmes are set out in detail in Appendices One to Three - attached.

The way we work

9. Underpinning the way we work is the following set of principles:
   - We are a cross party, politically led organisation motivated by our common commitment to the interests of London and London local government;
   - We seek to harness the power that comes from the practice and the people of our member authorities – individually and in groupings of boroughs;
   - We work closely with a range of public, private and third sector partners across London and more broadly to secure our aims;
   - We work in partnership with the national Local Government Association and seek mutually to reinforce our respective work on local government's overall behalf;
   - We strive continuously to improve the efficiency and effectiveness of our organisation on behalf of our member authorities and seek to make London Councils an attractive and challenging place for people to develop their careers.

<u>Organisational Implications</u>

10. In addition to the steps already taken to reflect the outcome of the London Councils Challenge, we shall continue to adapt the organisation and its way of working to reflect the findings. We will:
    - develop our operational model and organisational development framework in a way which engages with staff;

- continue to manage our resources to drive on-going improvements in value for our member authorities, in a way which continues to meet their evolving needs over the next five years;
- further equip ourselves with the skills, knowledge and competences required to support London local government in this critical period;
- continue to create an environment in which we continue to attract talented people and challenge them to deliver outstanding performance;
- working with members to review other key operations, accountability and governance mechanisms to enable continued strong political leadership of our work that is transparent and rooted in clear legitimacy.

Next steps

11. The draft Corporate Business Plan will be revised following comments received from this meeting of the Executive and a final version will be submitted for noting by Leaders' Committee AGM on 11 July 2017.

Recommendations

12. The Executive is asked to;
    - Comment on the proposed purpose and themes for the organisation;
    - Comment on the proposed Directorate work in Appendices One to Three;
    - Note that the Corporate Business Plan will be submitted for noting at Leaders' Committee AGM on 11 July 2017 incorporating any comments/changes from this meeting.

Financial Implications for London Councils

13. The activities set out in the plan for 2017/18 are contained within the 2017/18 budget approved by Leaders' Committee in December 2016.

Legal Implications for London Councils

14. There are no legal implications for London Councils arising from this report.

Equalities Implications for London Councils

15. There are no equalities implications for London Councils arising from this report.

However, much of our core policy work is based on ensuring that equality and diversity issues are positively addressed.

London Councils continues to ensure that equalities issues are taken fully into account in all service delivery programmes.

Appendices:

- **Appendix One:** Policy and Public Affairs priorities
- **Appendix Two:** Transport and Mobility priorities
- **Appendix Three:** Services priorities

Item 6 - Appendix One

Policy & Public Affairs Directorate 2017/18 Corporate Business Plan Priorities

Strategic Policy

1. Securing devolution and public service reform in London
2. Managing the impact of welfare reform: encouraging work
3. Promoting equalities and social integration

Finance Performance and Procurement

4. Delivering fair levels of funding for local public services in London
5. Supporting the case for financial autonomy in London through devolution of business rates and broader fiscal devolution
6. Supporting London to drive its own assurance, performance and improvement

Health and Adult Care

7. Leadership which maximises improvement in public health outcomes
8. Implementing devolution and integration
9. Leading on social care finance

Children and Young People

10. Securing policy change which strengthens councils' strategic leadership of the London schools system
11. Enabling collaboration which keeps children safe (including protection from child sexual exploitation) and improves services
12. Shaping the development of a framework of support to children and parents during the early years

Crime and Policing

13. Shaping London's local policing, public safety and rehabilitation of offenders
14. Collaborating to tackle violent crime and extremism including gangs and violence against women and girls

Housing and Planning

15. Accelerating housing delivery to meet London's needs, with the right mix of homes
16. Developing solutions to address homelessness in London
17. Enabling borough place-making and planning

Economic Culture and Tourism

18. Collaborating to accelerate London's economic growth locally and regionally
19. Local culture and sport services are supported to contribute to community development, health and well-being and London's economic growth
20. Effectively procuring and managing the devolved Work and Health Programme and lobbying for further public service reform and resources across London to enhance individual opportunity
21. Securing clear borough influence in skills devolution and effective use of the apprenticeship levy in order to improve skills and access to employment opportunities for Londoners

Transport Environment and Infrastructure

22. Strengthening local leadership for infrastructure investment
23. Collaborating to enable boroughs to provide transport and environmental services at current or improved levels
24. Enabling LEDNet to contribute to policy, which will improve environmental services for London

Item 6 - Appendix Two

Transport and Mobility 2017/18 Corporate Business Plan Priorities

Freedom Pass

1. Negotiating the Freedom Pass annual settlements with Transport for London (TfL) and other transport operators to minimise costs for 2018/19

2. Commence the new Freedom Pass support services contract in October

3. Review Freedom Pass customer service provision to consider options for more channel shift towards digital and online services

Taxicard

4. Complete the joint procurement of Taxicard and Dial-a-Ride taxi services with TfL

5. Develop further co-ordination of Taxicard and Dial-a-ride schemes with TfL, including consideration of joint reporting of KPIs, complaints handling, application processing, and a single on-line portal

6. Develop and implement a new online Taxicard application portal and process, with a more consistent approach across all boroughs and maximising the efficiencies through greater data sharing

London Lorry Control Scheme

7. Complete the review of the London Lorry Control Scheme

8. Complete the development and launch of the new case management system for the London Lorry Control Scheme

Traffic and Parking

9. Review the car club/car sharing strategy for London and agree a car club charter

10. Continue to work with the GLA and TfL to manage and implement residential and car club electric vehicle charge points as part of the Go Ultra Low City Scheme (GULCS)

11. Publish part 2 of an updated parking code of practice

12. Publish a revised Civil Enforcement Officer Handbook

London Tribunals

13. Continue to provide the administrative support and infrastructure to the Environment and Traffic Adjudicators and Road User Charging Adjudicators

14. Promote greater levels of channel shift to fully electronic online appeals

15. Implement new systems and processes to enable fully electronic transfer of appeals evidence and correspondence with enforcement authorities

London European Partnership for Transport

16. Through LEPT, develop and submit the second stage bid proposal for the PTP-Commute project proposal under the EU Horizon 2020 funding programme

Item 6 - Appendix Three

Services 2017/18 Corporate Business Plan Priorities

Young People's Education and Skills

1. Provide regional leadership and influence - lobby for London, shape London's response to national and regional policies, develop relationships with the London Economic and Action Partnership and the Skills for Londoners Taskforce, and maintain relationships with other stakeholders and strategic partners

2. Support the London Jobs and Growth Plan and other strategies through which partners and stakeholders work together to implement the Young People's Education and Skills strategy - publish Vision 2020 and a Statement of Priorities, manage a data and research programme, continue to implement London Ambitions and support collaborative working

3. Lead strategic services and activities – continue to support local authorities to implement reforms for young people with special educational needs and disabilities and achieve full participation for 16 to 18 year olds

4. Work with the London Economic and Action Partnership and other partners to maximise the impact of investment of the 2014-20 European Structural and Investment Fund Youth Employment Initiative through a programme of information exchange events

Community Services and Grants

5. Successful establishment of the 2017-2021 Grants programme that delivers on the changes in priorities and budgets requested by the Grants Committee through the 2015/16 grants review

6. Successful establishment of the 2016-2018 ESF programme and improved relationships with ESF partners and the boroughs

7. Improvement in outcomes through the Grants and ESF programmes more effectively combining employment support with support for homelessness, and stronger partnership working with MOPAC on tackling sexual and domestic violence, reflecting boroughs' need for sustainable solutions

8. Delivery of London Care Services with improved and more regular reporting to ALDCS to increase confidence from Directors in London Councils abilty to appropriately influence the children's care market

9. Implementation of the Notify review, the engagement and training of borough housing services and improved relations with borough Housing Directors

London Regional Employers Organisation

10. Act as the regional employer for London local authorities, undertaking the Employers Joint Secretary Role including regular meetings with Trade Union Side secretaries

11. As the Employers Regional Secretary ensure an appropriate deal for London is reached with unions and employers in the pay award settlement from April 2018 onwards

12. Supporting and servicing London Councils member bodies – Greater London Provincial Council GLPC / Greater London Employers Forum GLEF

13. Support and promote networking, linkages, learning and join up of HR professionals across London boroughs and wider public service partners on all workforce related matters

14. Promote innovation and transformation of workforce practices which support improvement and efficiency in public service delivery