



London Councils

# Annual Review

# 2016

**LONDON  
COUNCILS**

# Contents

<b>Foreword – Cllr Claire Kober OBE</b>	<b>3</b>
<b>About London Councils</b>	<b>5</b>
<b>Devolution and Public Sector Reform</b>	<b>6</b>
<b>Resources</b>	<b>8</b>
<b>Economic Development</b>	<b>10</b>
<b>Children’s Services and Schools</b>	<b>12</b>
<b>YPES</b>	<b>14</b>
<b>Health and Adult Care</b>	<b>16</b>
<b>Policing and Crime</b>	<b>17</b>
<b>Housing and Planning</b>	<b>18</b>
<b>Transport and Environment</b>	<b>19</b>
<b>Our Services</b>	<b>21</b>
<b>Grants Programme</b>	<b>26</b>
<b>Care Services</b>	<b>27</b>
<b>Capital Ambition – London Ventures</b>	<b>28</b>
<b>London Self Improvement Board</b>	<b>31</b>
<b>Procurement</b>	<b>32</b>
<b>A Focal Point for London Government</b>	<b>33</b>
<b>Adding Value for London’s Boroughs</b>	<b>34</b>
<b>Income and Expenditure</b>	<b>35</b>
<b>Events and Awards</b>	<b>36</b>
<b>Keeping You Informed</b>	<b>37</b>
<b>London Councils Executive Members 2016/17</b>	<b>38</b>

You often hear the virtues of ‘working together’ extolled in various ways, but it is vital to the success of London.

”

# Foreword

**Annual reviews of this kind provide a rare opportunity to reflect not only on the challenges that are ahead of us, but on the distance we have travelled and the journey we have made together.**

Given the scale and range of activity outlined in this report, it is hard for me to reconcile that it is still less than a year since I had the honour of being elected as Chair of London Councils, in succession to Jules Pipe. I know what a big contribution Jules made to London local government and London Councils over many years and I am delighted that, in his new role as Deputy Mayor for Planning, Regeneration and Skills, we will continue to work together in London Government.

Of course, no review of 2016/17 can ignore the potential impact that the decision to leave the European Union will have on London. Whatever view we all individually took in the referendum, going forward it is the duty of everyone with a role to play in the success of London to work together to ensure the capital continues to thrive, economically and socially, and as a national asset.

You often hear the virtues of 'working together' extolled in various ways, but it is vital to the success of London. London Councils itself is an example of the practical benefits of working together, recognised by all of the capital's boroughs, regardless of their political hue. What unites us, as local politicians, is the shared ambition to want the best for our local communities. And alongside that we have developed a strongly shared recognition that devolution – by which I mean minimising the democratic distance between communities and the decisions that affect them wherever possible – is key to the successful governance of our huge, complex and vibrant city.

And of course it is not just across London that we need to work together. The fortunes of our great cities are inexorably linked and that is why London Councils has been working closely with the UK's core cities – including Manchester, Birmingham, Leeds and Liverpool – on our shared interests in challenging the failures of the current centralised system.

These arguments have only become stronger in the face of a long period of austerity in public finances and rising demand for the services provided by councils to millions of Londoners daily.

That's why, as you will see throughout this annual review, we've been pushing central government hard on devolution, emphasising the urgency of powers being transferred locally, so we can generate the inclusive economic growth that London and the rest of the UK so desperately needs.





The announcements in the Autumn Statement and the Budget, taking London's devolution further in areas such as business rates, housing delivery, employment support and adult education were very welcome. But we have clearly not reached our destination, this is very much one step on the journey and we will continue to press for devolution to move faster and go further. Not out of any abstract adherence to any particular model of government, but because more local control of the design and delivery of services offers us the best chance to tailor tight resources and design out the high costs of failure.

But, however effectively resources are deployed, it remains the case that the essential services necessary to fuel the success of a city like London do need paying for. Arguably, none is more important in that success than the education of our children.

That is why it was so important that London Councils, working with the Mayor of London London MPs, head teachers and parents sought to influence the contents of the main parties' manifestos and to protect schools from the negative impacts of the proposed National Funding Formula. That proposed formula would have seen the capital's schools lose more than £355 million, so we are pleased that this threat has been removed.

Such outcomes reinforce why we need London Councils to continue to develop as a powerful collective voice for London local government; as well as a hub for co-ordination between boroughs; an honest broker in the collective relationships between London local government and national and local partners; and, of course, in the direct delivery of a defined range of services and an incubator for other shared activities.

This annual review gives an overview of some of the great things we can achieve for London through working together and I look forward to working with you all on achieving our shared ambitions for the coming year.

**Claire Kober OBE**

Chair

London Councils

# About London Councils

**London Councils represents London's 32 borough councils and the City of London. It is a cross-party organisation that works on behalf of all of its member authorities regardless of political persuasion.**

London Councils makes the case to government, the Mayor and others to get the best deal for Londoners and to ensure that our member authorities have the resources, freedoms and powers to do the best possible job for their residents and local businesses.

London Councils runs a number of direct services for member authorities including the Freedom Pass, Taxicard and Health Emergency Badge. It also supports an independent parking appeals service and a pan-London grants programme for voluntary organisations.

London Councils acts as a catalyst for effective sharing among boroughs – be that ideas, good practice, people, resources, or policies and new approaches.

The strategic direction of London Councils is set by its Leaders' Committee, which comprises the Leaders and directly elected Mayors of all of London's local authorities. There is also a cross-party Executive, which guides the organisation's day-to-day work.





# ➔ Devolution and Public Service Reform

For a number of years now, London Councils, in partnership with the Mayor and the boroughs, has worked with partners across London and beyond, to promote the benefits of further devolution of a range of powers, resources and responsibilities, to better meet the challenges of a growing city and ongoing fiscal restraint.

London Councils has been in the vanguard of the devolution debate; supporting the Mayor of London's London Finance Commission, jointly commissioning the Royal Society for the encouragement of Arts, Manufacturers and Commerce (RSA) City Growth Commission with the Core Cities, Local Government Association and Greater London Authority (GLA), and working closely with the GLA on the London Growth Deal and subsequent devolution negotiations with government.




A significant further step in the journey towards devolution was taken by the government in March when the Chancellor announced, as part of the spring budget, a **Memorandum of Understanding (MoU) on further devolution to London**. London Councils was a signatory to that MoU.

It signalled the government's agreement to London Government – the boroughs and the Mayor – receiving additional responsibilities over: **transport, health, criminal justice, skills** and **employment support** in the capital.

The government also agreed the ambition that local government should retain **100 per cent of growth in the business rates** that it collects by 2020 and London Councils has been leading work to **translate these ambitions into a set of principles** that can underpin discussions with government on a devolved approach to setting, collecting and managing business rates in the capital. This work now needs to be considered in the aftermath of the General Election and the omission of a Local Government Finance Bill in the Queen's Speech in June 2017.





Ensuring our member authorities have the resources to secure the services their residents need, while continuing to support the capital as a national asset, is central to London Councils' work. Our Finance, Procurement and Performance team work with Treasurers and others across the capital to make the case for boroughs to be sufficiently resourced in terms of both specific funding streams and their overall resources base, including through locally raised taxes. In 2016/17, we:

- Continued lobbying for the **retention of business rates for London** – London Councils has engaged with central government and the DCLG/LGA working groups around design of reforms for **100 per cent retention of growth in business rates**. The government responded positively to the joint London Government proposals and committed, as part of the wider memorandum of understanding on devolution to London, in Spring Budget 2017 to exploring options for granting London government greater powers and flexibilities over the administration of business rates, including exploring the piloting of a London business rates pool in 2018/19.
- Lobbied for specific recognition of pressures in London following the business rates revaluation – including through the consultation on the **transitional relief** arrangements. The government subsequently announced additional funding through a local discretionary fund, **with £124 million** of the national funding (£300 million) coming to London over five years.
- Lobbied for adult social care funding pressures to be fully funded at the 2016 Autumn Statement. In Budget 2017, the government announced that it had found an additional £2 billion nationally for adult social care over the next four years, announced in Budget 2017, **of which London's share is £316 million**. While this is unlikely to be enough to fully fund adult social care pressures in London, it reflects the fact that lobbying arguments proposed by the LGA, ADASS, London Councils and others about the adult social care funding pressures were recognised by government.



- Led the lobby to protect all schools from reductions in funding as a result of the new schools funding formula, up to a **potential £245 million**. The government subsequently published draft proposals with **additional funding and protections**, leading to significantly lower funding reductions for London than expected. Further extensive lobbying to ensure that a new funding formula **should not leave any individual school facing a reduction in cash resources** was undertaken. Further protections and commitments to education funding were subsequently included in the main parties' manifestos ahead of the 2017 General Election.
- As part of assisting and supporting borough finance teams, London Councils continued to produce **a range of analysis and tools** for boroughs to use as part of their financial planning.



Further protections and commitments to education funding were subsequently included in the main parties' manifestos ahead of the 2017 General Election.



# Economic Development

London's local authorities play a vital role in promoting and sustaining the economic health of their communities, supporting local businesses and helping Londoners to gain the skills needed to thrive in a competitive and fast moving jobs environment. London's economy is vital to the national interest. London Councils has been making the case to government that further devolution of resources and responsibilities is key to unlocking the potential of London's communities and local economies to support national growth. In 2016/17, we:

- Negotiated the transfer of **£70 million funding** from government to boroughs working in sub-regional partnerships for the **Work and Health Programme** in London. London boroughs will design, commission and programme manage this devolved programme in London, which will **support up to 55,000 Londoners**
- Secured Co-Financing Organisation (CFO) status for four lead boroughs for the **European Social Fund (ESF)** by getting government to change the national criteria. This will enable the London boroughs to **add £65 million** of ESF to the devolved Work and Health Programme in London, almost doubling the funding available.
- Supported boroughs and the sub-regions in the **design and commissioning** of the Work and Health Programme, including holding three market engagement and networking events attended by around 300 people.
- Secured **commitment from the government** for further discussions on reform and alignment of activities around **employment, apprenticeships and careers** in London, as part of the devolution Memorandum of Understanding (MoU) in March 2017.
- Secured commitment from the Deputy Mayor to the principle **of joint governance of a devolved skills system** in London and a series of joint activities between the Greater London Authority (GLA) and boroughs to prepare for skills devolution, should a deal be agreed.



- Continued to lobby around **the re-balancing** of Arts Council England (ACE) funding away from London and to the regions. **ACE announced a standstill settlement for London for 2018-22.**
- Organised a major conference on the **value of culture**, as part of the London Culture Forum, attracting over 120 delegates.
- Held the fourth **Small Business Friendly Borough Awards**, in partnership with the Federation of Small Businesses, that attracted the largest number of entries to date **with 38 nominations from 23 boroughs.**
- Supported the boroughs and sub-regions to jointly lead the **Further Education (FE) and Adult Community Learning (ACL) reviews** in London and oversee the implementation of the review's recommendations.
- Lobbied the government on its proposals for the **apprenticeship levy and related public sector targets**. The government **maintained the uplift** in funding for apprentices from disadvantaged areas.
- Held the London Borough Apprenticeship Awards to **celebrate the achievements of apprentices in the London** and achieved good publicity for this and developed a film showing London boroughs as **a positive career choice for apprenticeships** that is being used as a promotional tool by boroughs.

# Children's Services and Schools

London's boroughs have played a leading role in the transformation of education in the capital over the past 25 years, transforming the reputation of London's schools from among the worst performing schools of any region to the best in the country.

The continued success of London's schools is all the more important given that the capital's young people enter a world of employment where they will compete against some of the world's best. London Councils works to support our member boroughs in ensuring young Londoners receive the education they need to succeed and works closely with groups, such as the Association of London Directors of Children's Services, on a wide range of issues in support of children, young people and their families. In 2016/17, we:

Led a highly effective and focused campaign based around a set of agreed 'asks'

- That **all children** receive a great education – every child in the country deserves this.
- That the government finds an **additional £335 million** for the schools that stand to lose through the National Funding Formula without taking money away from other schools.
- That the government revises the draft National Funding Formula (NFF) **to better reflect London's needs** and to avoid a decrease in educational standards.

## On school places, we:

- Published and briefed on **Do the Maths 2016**, our analysis of school places demand in the capital. London Councils demonstrated that a total of 110,364 new school places will be needed in London between 2016/17 and 2021/22 to meet forecast demand, consisting of 62,935 primary places and 47,430 secondary places. This is equivalent to creating 3,680 additional classes across London at **an average rate of 600 new classes every single year**.



**On school funding, we coordinated and delivered a comprehensive campaign to seek greater funding protection for London schools that included:**

- Responding to the two government consultations on the National Funding Formula calling for all schools to be protected from cuts arising from the new formula.
- Working with the **London Chamber of Commerce** and Industry to alert London businesses of the threat that funding cuts to London schools could pose to economic growth in the capital.
- Direct political engagement with **DfE Ministers and officials** to ensure London's message was heard at the highest level.
- Sending a joint letter with Core Cities UK **to the Education Secretary** urging the government to invest to ensure the introduction of the NFF does not result in funding cuts to individual schools.
- Campaigning to raise awareness of our concerns about the **National Audit Office** findings that schools face a real terms budget reduction in the coming years, as demographic growth and workforce costs place further pressure on a cash-flat budget.
- As secretariat for the APPG for London, helping organise **two meetings for London MPs** to discuss the impact of proposed budget cuts on London schools, including with a panel of expert speakers from the education and business sectors.


- Our media team coordinated a high profile **media campaign** to focus on the issue of school funding in the capital that gained extensive coverage, including in: the Times Educational Supplement; the Financial Times; the Guardian; the Evening Standard, as well as on BBC News, Radio 4 and Channel 4 news.

London Councils' school funding campaign was **successful in influencing the main parties' manifestos ahead of the general election 2017 to protect London's schools** from the negative impact of the proposed NFF.

In addition, in support of children more widely, in 2016/17 we:

- Helped boroughs coordinate humanitarian efforts to provide safety to several hundred **unaccompanied minors** in France to the UK, with several hundred new arrivals in London in the final few months of 2016.
- Led calls for the government to **clarify funding support for newly arrived vulnerable children** and ensure their smooth settlement in the UK, particularly in light of the fact that the capital is home to a third of children seeking asylum alone in England.





# Young People's Education and Skills

London Councils hosts and supports the Young People's Education and Skills Board, the lead strategic body for 14 to 19 education and training in London, providing pan-London leadership for the current and future education and training needs of young people and employers. The board supports local authorities in undertaking their statutory functions and assists other stakeholders with planning, policy and provision.

Young People's Education and Skills works for London's boroughs and exists to guide and support them in developing their local strategic plans in tune with regional priorities. The board brings together key stakeholders from across London to help set the region's priorities to influence and shape the education provision on offer to young people. A small staff resource is based in London Councils to support the work generated by the board. In 2016/17 the team worked to further the board's key priorities to:

- Achieve full participation of everyone up to age 18.
- Continue implementation of ambitious reforms for young people with special educational needs and disabilities.
- Radically improve careers work.

## Achievements in 2016/17 included:

- The further dissemination of **London Ambitions**, in partnership with the Greater London Authority (GLA), to ensure that all young people have access to good careers education, information advice and guidance.
- Supporting local authorities in London to promote Apprenticeship opportunities in local government through **sponsorship of Skills London**, the capital's biggest jobs and careers event for young people.
- Working with the boroughs of Bromley and Enfield to support local authority colleagues with **implementing significant special educational needs and disability reforms**.
- Commissioning research into the progression of young Londoner's into Higher Education **to support boroughs to widen participation and improve social mobility**.

**Young people are three times more likely to spend significant periods of time not in education, employment or training (NEET) if they are uncertain or unrealistic about their career ambitions.**

Last year around 100,000 16-24 year-old Londoners found themselves in that position. That's why we want to ensure that every young person has at least 100 hours of experiences of the world of work by the time they are 16. We know schools and colleges cannot do this on their own, which is why London Ambitions works with London's employers to make sure they are engaged with developing and supporting careers curriculums and get involved in school and college leadership by becoming governors.

Every London borough now has a London Ambitions ambassador, the next step is to see every school and college in London committed to becoming a 'London Ambitions' school or college.



# **Health and** **Adult Care**

Through their adult social care services, London boroughs provide vital help and support to enable residents to live their lives as fully, independently and safely as possible, despite illness or accidents, old age, disability or vulnerability.

With social care costs set to account for £6 in every £10 spent by boroughs by 2019, London Councils has consistently made the case to government to properly fund these vital services. Ongoing reforms to the NHS, the introduction of the Care Act and the transfer of Public Health responsibilities to local authorities, all contribute to changing and highly pressured health and social care environment across the capital. In support of boroughs in 2016/17, we:

- Actively lobbied government for an immediate injection of new cash into adult social care, including a joint letter with the Association of Directors of Adult Services and the society of London Treasurers, with an additional £2 billion announced in the March Budget, **of which £124 million will come to London.**

- Developed consensus around an agreed set of practical measures to promote greater integration of health and care across the capital at a faster rate.
- On behalf of London boroughs we have worked with London health and care partners to ensure borough interests are at the heart of the agenda, in particular on the integration of health and care, and have set up and secured an influential voice at **new London level partnership meetings.**
- Secured commitment from government to publish a **second health devolution agreement**, also announced in the March Budget.
- Lead the strategy to renew the uniquely successful **London HIV Prevention Programme**, now agreed for a further two years (until April 2019).
- Lobbied government and NHS England to ensure **Pre Exposure Prophylaxis** was commissioned by the NHS as a preventative treatment.





# Policing and Crime

London Councils aims to ensure that the interests of Londoners, and their councils, are fully recognised in policing, in the development of community safety policies, and in the allocation of funding. In 2016/17, we:

- Ensured boroughs had a voice in the MPS's reform of local policing as part of **'One Met 2020'**.
- Established a member-level **Task and Finish Group** to help influence a collaborative approach to taking forward MOPAC's **changes to Crime Prevention funding**.
- Worked with the London **Community Rehabilitation Company** to articulate boroughs' concerns and help shape a more locally responsive service.
- Published the **London Gang Member Referral Guide**, providing boroughs with a framework for councils and other agencies to effectively share information on gang members who move between boroughs.
- Continued to support and strengthen **pan-London local authority emergency response and planning arrangements**.
- Supported a collaborative approach, across boroughs, to **preventing violent extremism**, working through the relaunched London Prevent Board.
- Supported **borough engagement in the London Crime Reduction Board** and in particular in the development of the new Police and Crime Plan.
- Engaged with voluntary sector providers, MOPAC and the GLA to develop a **joined-up approach to Women's refuge provision and practice**.
- Backed boroughs in the development of the **pan London housing reciprocal agreement** to underpin support for women experiencing violence.
- Facilitated the exchange of best practice about **tackling disproportionality in the youth justice system**.
- Facilitated the exchange of best practice in **understanding the links between violence and vulnerability and designing interventions**.

# Housing and Planning

London Councils has been at the forefront of highlighting the scale of London's housing crisis and supporting boroughs response to that crisis – both in mitigating the impact on their communities and in controlling the costs of providing temporary accommodation to homeless and vulnerable households. In 2016/17 we:

- Responded to the government's Housing White Paper consultation outlining clearly the case for local government's central role in delivering the housing supply that London needs.
- Responded to government consultation on capital finance regulations to make the case **for allowing councils to retain Right to Buy receipts** to invest in replacement homes.
- Demonstrated that allowing councils to retain 100 per cent of receipts **would provide £450 million a year** to invest in replacement homes.
- Called for **red tape surrounding RTB receipts to be cut**, to free up match funding opportunities.
- Appointed a contractor to help drive plans to boost housing across the capital by pooling skills and, where possible, resources to build more homes and maximise housing delivery through a **Collaborative Delivery Vehicle**.
- Lobbied **against the introduction of 'pay to stay' proposals** by government that would have adversely affected 28,000 London households. The government subsequently dropped pay to stay.
- Lobbied government throughout the passage of the **Homelessness Reduction Bill**, in particular that the costing estimates should be realistic and fully funded.
- Jointly with the Mayor of London pressed government to **mitigate the impact of short term letting** by ensuring short-term rentals comply with planning law. The market leader has now changed its terms in London to not allow users to flout the law.



London Councils works with boroughs and develops policy on a range of transport and environmental challenges affecting the capital, including strengthening local leadership for infrastructure investment and collaborating to allow boroughs to continue to provide services at current or improved levels at a time of ongoing fiscal constraint. In 2016/17, we:

- Established jointly with the Thames Regional Flood and Coastal Committee (Thames RFCC), the Environment Agency and local authorities in and outside London a new **LLFA (Lead Local Flood Authority) Project Advisor Team** fully funded by levy from the Thames RFCC. The team of five officers and a project leader will **help councils deliver their existing schemes and help them secure further funding to better protect their communities from flooding**.
- Influenced Defra's **litter strategy** and 25 year environment plan.
- Created opportunities for borough officers and members to **influence mayoral strategies** before consultation drafts were being published.
- Ensured that Local Implementation Plan (LIP) **funding was protected** for the current TfL Business Plan period **until 2021**.
- Achieved the re-classification of LIP funding from revenue to capital, ensuring **greater flexibility of budgets for TfL and greater confidence in availability of funding for the boroughs**.
- Undertook **public polling on air quality issues**, which has informed our understanding of Londoners perception and influenced our consultation responses.
- Gave **evidence** on the **London bus network, congestion in London**; and on the capital's **green spaces**.
- Supported and enabled the introduction of newly introduced fixed penalty notices for fly tipping at £400, the upper limit agreed by central government.





- Secured a seconded officer to develop the Go Ultra Low City Scheme (GULCS) project proposals and invited **expressions of interest** from boroughs in installing chargepoints.
- Produced a **video on flood risk**, raising awareness of the issue and what members of the public should do.

With regard to infrastructure in the London region, we:

- Improved joint working with the wider South East, including:
  - Agreeing list of 13 transport projects for joint lobbying.
  - Holding a joint annual summit to discuss London's growth.
  - Sending a joint letter and subsequently meeting with the minister for housing and planning to discuss the barriers to housing delivery further.
  - Holding a successful event for boroughs highlighting the benefits of the wayleave toolkit developed by the City of London to speed up delivery of high speed broadband to businesses and homes.
  - Responding to the National Infrastructure Commission call for evidence on its National Infrastructure Assessment, reiterating, among other things, the importance of Crossrail 2 and other major transport infrastructure for London.



## Our services

In addition to working on behalf of our member boroughs' interests across a range of policy areas, in some specific instances London Councils provides a number of direct services to Londoners and London organisations on behalf of member authorities.

### Transport and Environment Services

London Councils works with London local authorities and others to support the provision of transport and environment services: In 2016/17 we:

- Secured the **Local Implementation Plan funding settlement** for boroughs to deliver transport priorities.
- Secured **a reclassification of TfL** funding for boroughs from revenue to capital, which enables TfL to pass on capital funding to boroughs.
- Provided a series of opportunities for **boroughs to influence and 'co-create'** policy for the new Mayoral transport and environment strategies.
- Undertook **public polling research on air quality** to inform our policy work.

- Shared London's experience with Defra on **littering from vehicles**.
- Wrote to the Secretary of State for Transport **supporting rail devolution**.
- Contributed to the **draft London Sustainable Drainage Action Plan**.
- Responded to consultations on:
  - The Mayor's Phase 1 and 2 air quality consultations.
  - Environment, Food and Rural Affairs Committee inquiry into disposable packaging.
  - Department for Transport's Walking and Cycling Investment Strategy.
  - Parliamentary Transport Select Committee inquiry into Urban Congestion.
  - West End bus consultation.
  - London Assembly Transport Committee investigation into bus networks and bus safety.
  - Transport Select Committee Inquiry into the Rail Passenger Experience.
  - London Assembly Transport Committee inquiry into Energy and fuel poverty.
  - Department for Business, Energy and Industrial Strategy Heat Network Investment Project.
  - Environmental Audit Committee call for evidence on Treasury policy on meeting recycling targets.
  - London Assembly Transport Committee investigation into congestion in London.

- Gave evidence to:
  - The London Assembly Environment Committee on green infrastructure and burst water mains.
  - The London Assembly Transport Committee investigation on buses.



## Freedom Pass

The Freedom Pass allows free travel across London and free bus journeys nationally for older and disabled Londoners. It has been funded by the boroughs since 1986 and is administered on their behalf by London Councils. In 2016/17, we:

- Negotiated and agreed the Freedom Pass settlement for the 2017/18 with Transport for London (TfL), **successfully achieving an annual reduction in the settlement** for the first time in the scheme's history.
- Successfully **negotiated a further two year Freedom Pass settlement** agreement with the Rail Delivery Group (RDG) until March 2019, subject to annual review and 6 months' notice, when RDG are ready to move to a journey-based model.
- Negotiated and published the 2017/18 London Service Permit (LSP) Concessionary Scheme for Freedom Pass **with local bus operators** (non-TfL buses).
- Calculated and **agreed the apportionment of 2017/18 Freedom Pass costs** to boroughs.
- Completed the **renewal of approximately 140,000 Freedom Passes** which expired in March 2016.
- Implemented **an online payment portal** for replacement Freedom Passes.
- Retendered the Freedom Pass support services contract and agreed the award to the incumbent supplier.

## Taxicard

The London Taxicard scheme provides subsidised door to door journeys in licensed taxis and private hire vehicles for London residents who have serious mobility or visual impairments. It is funded by the London boroughs and Transport for London and managed by London Councils on their behalf. In 2016/17, we:

- **Implemented a charge of £10 for lost and damaged Taxicards** and developed an online payment portal.
- Agreed **TfL funding** for Taxicard for 2017/18.
- Started the **procurement process for the Taxicard delivery contract**, working with TfL to jointly procure Taxi and PHV services for both Taxicard and Dial-a-Ride.
- As part of the joint procurement excise and alignment of the schemes, carried out a **consultation with all Taxicard members** to help assess what changes might be made, receiving 15,000 responses (23 per cent).
- Responded to the London Assembly review of personal travel budgets for mobility schemes.

## London Lorry Control Scheme

The London Lorry Control Scheme controls the movement of heavy goods vehicles over 18 tonnes maximum gross weight at night and at weekends. The scheme is in place to help minimise noise pollution in residential areas during unsocial hours through restricted use of these roads. In 2016/17, we:

- Continued to manage the London Lorry Control Scheme, issuing permits and enforcing to **ensure compliance**.
- **Completed the retender** of the back office case management computer system, which has involved the development of many system improvements and efficiencies.
- Commenced the most **significant review** of the London Lorry Control Scheme since its introduction over 30 years ago.
- As part of the review, formed a steering group and working group, held an **operators' work shop event** and completed an operator survey to help inform the review recommendations.



## Traffic and Parking

London Councils works to support the delivery of effective and consistent traffic and parking policies and operations in London. In 2016/17 we:

- Provided day-to-day advice and support to boroughs on a range of traffic and parking policy and enforcement issues, including the holding of relevant forums.
- Represented **borough interests** at the following groups and forums:
  - London Freight Forum and Freight Forum Steering Group.
  - London Technical Advisors Group (LoTAG) Transport.
  - TfL's Lane Rental Governance Committee
  - Local Authority Partnership.
  - BPA – Local Authority Special Interest Group.
  - London Tourist Coach Action Plan Group
  - London Automotive Forum.
  - Urban Freight Working Group.
- Worked on the **updating of the parking code of practice** for borough officers.
- Reviewed and **updated the parking contravention codes list**.
- Held **Traffic Control Liaison Committee** meetings between TfL and boroughs to discuss the implementation and maintenance of traffic signal and control equipment.
- Facilitated seminars, workshops and the **sharing of good practice** for the better coordination of Car Clubs across London.
- **Led the Sharing Skilled Transport Staff initiative**, helping to ensure better use of limited skilled resources across London.
- Helped facilitate discussions surrounding **electric vehicle charging point agreements** with boroughs.



- Provided **debt registration services** with the Traffic Enforcement Centre for the majority of London boroughs.
- Agreed the apportionment of **traffic signal and control equipment maintenance costs** to boroughs.
- Published a code of practice for the erection of traffic signs and lighting on buildings to allow boroughs and TfL to adopt new powers, **which will make it easier for them to reduce street clutter**.
- Worked with boroughs and the Source London contractor to **ensure consistent contracts** were agreed for the provision and maintenance of electric vehicle charging points across London.
- Worked with the GLA and TfL on the Go Ultra Low City Scheme (GULCS), which will **significantly increase the number of on-street electric vehicle charge points** in the capital.
- Worked with the British Parking Association (BPA) to discuss the need for consistent **open parking data standards**.
- Lobbied for amendments to the proposed Parking Places (Variation of Charges) Bill, to **minimise increased administrative burdens** on London local authorities.
- Updated and **published part 1 of the parking code of practice**.
- Collated, analysed and published London-wide traffic and parking enforcement and **appeals statistics**.

## Health Emergency Badge

The Health Emergency Badge (HEB) is for people involved in the delivery of primary healthcare attending medical emergencies in patients' homes. All London boroughs have agreed to the scheme, although it is not a mandatory provision and it is offered entirely at the discretion of London parking authorities. In 2016/17, we:

- Continued to operate the London Health Emergency Badge scheme, issuing parking waivers to eligible health workers to use in emergency situations.

## TRACE

TRACE is an online service for anyone whose vehicle may have been towed away for illegal parking by any council in London. The web service is available 24 hours a day, 365 days a year. It is administered by London Councils on behalf of member authorities. In 2016/17, we:

- Continued to manage and operate the TRACE service, seeing a significant take up of the online portal rather than use the telephone service.

## LEPT

The London European Partnership for Transport (LEPT) was established in 2006 to coordinate, disseminate and promote the sustainable transport and mobility agenda for London and London boroughs in Europe. One of LEPT's main roles is to identify, bid for and manage EU transport and mobility projects involving London boroughs which support their local priorities as well as fitting into the Mayor's Transport Strategy. In 2016/17, we:

- Submitted the final technical and financial reports for both **STARS and PTP-Cycle projects** in accordance with the contractual deadlines and received all final payments.
- Continued to monitor European funding and knowledge exchange opportunities, and briefed boroughs accordingly, disseminating six funding briefings (H2020, Interreg, Interreg NWE, LIFE, and URBACT & UIA).
- Coordinated a bid on digital personalised travel planning, entitled PTP-Commute, under the Horizon 2020 calls for proposals. The first stage bid was submitted on 25 January 2017. LEPT have since been informed that the first stage bid process was successful so work will continue into the second stage.
- Brokered a place for the London Borough of Croydon in H2020 calls for proposals. LEPT are awaiting a response in regards to whether the proposal was successful.
- Provided a letter of support as an associated partner of the ELeVATe project.
- Gave briefings at nine sub regional partnership meetings, meaning 28 boroughs updated in person by LEPT on ad hoc bidding and funding opportunities over the year.
- Attended EU workgroups, seminars and conferences on a wide variety of sustainable transport issues.
- Successfully applied for a seat on the POLIS (one of the EU's leading transport networks) Management Committee.

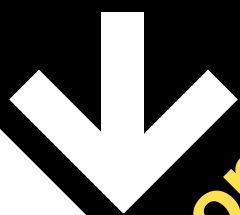
## London Tribunals

London Tribunals (formerly the Parking and Traffic Appeals Service (PATAS)) was established by the Road Traffic Act 1991 to provide the administrative support to the



Environment and Traffic Adjudicators. The service continues to provide this support under the Traffic Management Act 2004 and, since 2003, to the Road User Charging Adjudicators. London Tribunals also provides support for the hearing centre based at Chancery Exchange in Holborn (pictured). In 2016/17, we:

- Continued to provide the **administrative support and infrastructure** to the Environment and Traffic Adjudicators and Road User Charging Adjudicators to enable them to fulfil their statutory duties in relation to approximately 40,000 environment, parking and traffic appeals and 6,000 road user charging appeals.
- Completed the support service **contract transition** to ensure the new system and service provider are fully operational and meeting performance targets.
- Successfully **retained the GLA contract** for the provision of the RUCA service, following a competitive tender process.
- Restructured the administrative support services and appointed a **new Head of Support Services** to manage the day-to-day running of the tribunal support services.



# London Boroughs Grants Programme

## The London Councils Grants Programme, overseen by the Grants Committee, funds third sector organisations to deliver outcomes agreed by the boroughs

During 2016/17, the Grants Programme helped people affected by **sexual and domestic violence** to rebuild their lives:

- 629 sexual and domestic violence survivors were supported through **emergency refuge provision and related outreach**.
- 11,803 sexual and domestic violence survivors supported through **counselling and advice**.

The programme also helped **homeless people** and those at risk of homelessness:

- 10,873 young people at risk of homelessness were supported including 667 young people who were prevented from sleeping rough by accessing emergency accommodation.

2016/17 was the last year of the programme originally agreed in 2013. The performance of that programme was reviewed, based on a range of evidence sources and extensive consultation with boroughs and other stakeholders, as part of considering the future of the programme.

Having carried out this evaluation, the Grants Committee recommended to the Leaders' Committee that there should be a new cycle

of the Programme in 2017-21, that this should continue to address homelessness (priority 1), sexual and domestic violence (priority 2) and poverty - through employment (priority 3). It considered that capacity building in the third sector, priority 4 in the 2013-17 programme, could not be justified on value for money grounds for 2017-21, given the current severe constraints on local authorities' finances.

The Leaders' Committee agreed this recommendation and instructed officers to establish a new programme for 2017-21 on that basis.

Priority 3 (jointly funded by European Social Fund) was commissioned in summer 2016 and six projects are delivering in all boroughs in London.

Funding for priorities 1 and 2 was advertised in autumn 2016 and the Grants Committee made decisions on the awards to providers to start work in early 2017/18. London Councils is working with these providers to establish the new projects.

Reports on the performance of the Programme help proper scrutiny of services both at the London level and on a borough-by-borough basis. In addition, providers are expected to make their project visible to members and key officers in all boroughs.

In addition to priority 3, London Councils is establishing projects that are jointly funded by individual boroughs or partnerships of boroughs and ESF to help long-term unemployed and economically-inactive residents into employment and help people improve low skills. These are coming on stream in 2017.

**London Care Services (LCS) is a subscription based scheme that negotiates the price of services for looked-after children and carries out due diligence checks on the providers. The services are then made available to subscribing boroughs through a single Model Contract. Currently, all 33 London councils and five other authorities subscribe. There are 76 providers and 123 services on the LCS Model Contract for 2017/18.**

The Association of London Directors of Children's Services oversaw a review of LCS in 2016/17. This concluded that the bulk purchasing power of LCS was **effective in providing value for money services** for looked-after children to the boroughs. It decided that applications should be invited to potential new providers to join LCS. This will provide **additional providers and services** to subscribing authorities in 2017/18.



## NOTIFY

NOTIFY is an IT system that enables boroughs to exchange information when one authority places a homeless household in temporary accommodation in another borough. Homeless households are at particular risk of missing out on health, education and social services and may at times have to be placed in temporary accommodation at some distance from their original home. NOTIFY can ensure that households receive the services they need by notifying the relevant agencies when they move into, between and out of temporary accommodation.

NOTIFY has **been reviewed** by boroughs and London Councils is currently making changes to ensure the service is up to date with legislation and fulfils boroughs' related needs.

**London  
Care Services**



# Capital Ambition

**London Councils is home to the Capital Ambition programme that has its roots in the regional improvement and efficiency partnership for London that invested around £34 million in funding for projects in all London local authorities between 2008 and 2013.**

Since then, Capital Ambition has continued to oversee and support a wide range of innovative projects, programmes and workstreams to support local government improve outcomes for Londoners. Over the past year the programme has concentrated on the delivery of a number of key work streams, with a particular focus on the second phase of the **London Ventures** innovation partnership that is powered by EY and delivered by London Councils.

Some of the key London Ventures achievements over the past year include:

- The successful award of the **London Ventures contract to EY**. With a contract worth £1 million there is a renewed focus, vision and ambition for the programme with a particular emphasis on trying to directly tackle some of London public services' most significant challenges.
- The launch of an additional **six new general venture partners** offering a wide range of innovative products and services that can improve service delivery and outcomes.
- The roll out of the targeted ventures programme, a focused strand of London Ventures seeking to address some of the key challenges and issues facing London local government. **The first iteration of targeted ventures is addressing homelessness, temporary accommodation and housing.**

Through the homelessness, temporary accommodation and housing targeted ventures process there have been a number of think tank sessions engaging with central government, local government, third sector, housing providers and private sector innovators and investors. An inaugural 'hackathon' in March 2017, involved a broad cross section of participants working collaboratively to share ideas, knowledge and existing best practice to address specific challenges around temporary accommodation and homelessness. The best concepts will be supported through the programme.

In addition to this the Capital Ambition Board continues to support London's local authorities by:

1. Testing the application of behavioural sciences to manage citizen demand and reducing the pressure on public services through working with the Behavioural Insights Team.
2. Supporting health and social care integration across London.



## London Counter Fraud Hub

The most recent estimates show that councils were defrauded of **£2.1 billion each year nationwide**, including £133 million in council tax discount fraud. Around £57 million of this was in London.

The amount of money boroughs and communities stand to gain from successful fraud recovery and prevention therefore is considerable.

The London Fraud Prevention Hub is a pan-London data exchange to ensure local authorities are making maximum use of their own records to fight fraud such as procurement deception, council tax evasion and illegal council housing tenancy sub-lets.

The hub matches local authorities' data with records held throughout the capital to prevent fraud and identify losses for investigation and recovery.

Following a procurement originated and led by Ealing Council, the Chartered Institute of Public Finance and Accountancy (CIPFA) has been appointed to provide data analytics for the London Counter Fraud Hub. The hub received a Department for Communities and Local Government grant to support its initial development and the contract with CIPFA will operate on a payment-by-results basis.

The London Ventures programme supported the development of the hub, including coordinating the signing of the memorandum of understanding among all the boroughs, supporting the development of the DCLG grant application and ongoing communications support.

## Fiscal Technology

FISCAL Technologies Ltd. is a UK based company with more than 240 international customers.

All councils are exposed to potentially high levels of losses through overpayments and fraud. AP Forensics® is a preventative software solution which enables the council's Accounts Payable team to perform comprehensive checks prior to payment. The software analyses accounts systems and highlights potential overpayments, supplier fraud, process errors and compliance issues.

Fiscal Technologies has already saved **more than £25 million** across 15 London councils since 2013.

The London Ventures programme has helped to provide boroughs with access to preferential rates.



## Xantura Children's Safeguarding Profiling

Xantura's Children's Predictive Safeguarding Model brings together data from multiple agencies to identify children who are most at risk of neglect or abuse, and who were not previously known to the local authority, to help social workers intervene early.

The model brings together data from multiple agencies and applies risks scores to predict, for children under two years old, the likelihood of them being neglected or abused by the age of five. The entire system is used to support the professional judgement of social workers – not to override it. In the longer term this model should strengthen safeguarding across London's local authorities, help more families to have greater independence from intervention, and improve families' quality of life, while also cutting costs. Some key outcomes include:

- Improved access to multi-agency data, leading to increased efficiency in safeguarding teams, equating to **circa £148,000**.
- Identification of families and children at an earlier point than currently, leading to more targeted, effective interventions and a potential reduction in the number of safeguarding cases. **This could amount to cost avoidance of over £700,000.**

- Increased identification of Troubled Families. One LA has already identified almost 400 additional families to receive support through their TF programme. These increased efficiencies should offer **savings of circa £122,000 from increased efficiency in Trouble Families (TF) teams.**
- In Hackney, Xantura's profiling model has a positive predicted value of **81.5 per cent.**

The London Ventures programme has helped with the development of the Children's Safeguarding Profiling model by piloting the service with a number of London borough.



# London Self Improvement Board



London Councils encourages and co-ordinates mutual challenge and support between boroughs designed to help further improve performance through supporting the London Self Improvement Board (SIB).

The Board provides Leaders' Committee and the Chief Executives London Committee (CELC) with advice on putting robust tools and techniques in place to identify areas of key risk to performance across London local government and seeks to drive improvement. This is intended to trigger remedial action both within a London context and, if necessary, in partnership nationally with the Local Government Association (LGA).

London Councils and the LGA work together to ensure that the package of self-improvement and leadership support on offer in London brings together a complementary balance, of the national picture with London specific issues. Since 2013, SIB has identified key risk areas where it wishes to concentrate its efforts; Adult Social Care, Children's Social Services and the overall financial and corporate health of individual authorities. London Councils provides a bridge between the professional networks that exist in these service areas to political networks and the political leadership of London local government. The SIB meeting process has helped to strengthen relationships between chief executives playing lead theme roles and leading members of professional networks in London.

Under the Board's direction, London Councils has helped to develop, review and challenge some of the hard and soft tools available for gathering and analysing performance information. The London Authority Performance Solution (LAPS) and Chief Executive to Chief Executive (CE2CE) and Treasurer to Treasurer (T2T) peer challenge processes are part of these developments.

SIB believes it is valuable for the sector to demonstrate a consistent approach to self-improvement and that councils are inviting a level of challenge from their peers to show that they are open to identifying performance challenges and acting upon them. These are the principles behind the CE2CE and T2T peer review programmes that London Councils manages on behalf of SIB and which continue to be highly valued, with participation rates increasing in both programmes last year.

We also continued to provide a highly regarded HR Metrics Service to the London local government HR community – with an **overall review rating of 96 per cent** in a mini-survey of member boroughs. The service was also shortlisted for two national PPMA Awards for Partnership and Innovation.

# Procurement

London boroughs spend around £8 billion on purchasing goods and services from third parties and the London Procurement Strategy Board (LPSB) was formed by Leaders in 2010 to assess what opportunities exist to achieve greater savings by exploiting the significant purchasing power of London local government.

The LPSB acts as the governance board (when required) for London-wide procurement projects; reviews existing, and proposals for new, framework structures across London in order to support the development of a consistent and coherent approach; and provides a forum for sharing expertise, learning and good practice between London local authorities.

The board draws on the expertise of its membership which includes representatives from London Councils, the Society of London Treasurers, the London Heads of Procurement Network and sub-regional shared services groupings. In 2016/17, we:



- Continued to **share contract and spend data** through the London contracts register and spend analytics tools.
- Encouraged Heads of procurement and staff to use the Society of Procurement Officers website in Local Government as a **tool for information and exchange**.
- Provided **support and advice** for a number of pan-London procurement projects including: GLUCS Go Ultra Low City Scheme and the Apprenticeship Levy.
- Updated internal procurement **tool kit and processes**.

# A Focal Point for London Local Government

**Member authorities do, of course, have their own relationships with pan-London organisations and in particular with the Mayor and the GLA.**

There are, however, a range of issues where the Mayor, the GLA and other pan-London organisations seek to establish collective negotiation and dialogue with London's boroughs. On these issues, London Councils acts as the focal point for representing borough interests – informed by the political and professional networks that we run. We then enable that information to be shared and disseminated quickly with member boroughs.

To ensure that our member authorities have influence in the decisions made at pan-London level that impact on them and the communities they serve, London Councils is engaged in a series of collaborative mechanisms for shaping the way issues are taken forward across London. Working with the Mayor and other London partners, London Councils nominates – on a cross party basis – members to serve on boards such as:

- London Crime Reduction Board
- London Enterprise Action Partnership
- London Health Board
- Homes for London Board
- London Waste and Recycling Board

Some of these have statutory underpinning. The overall progress of these is monitored jointly by the Mayor and borough Leaders. The Mayor and borough Leaders meet twice a year in the Congress of Mayor and Leaders; and the London Councils Executive – augmented by sub-regional partnership representatives – meet with the Mayor in the Congress Executive.

In addition, London Councils ensures that the London local government perspective is part of policy development at national level by, for example, organising a full set of ministerial meetings and senior official discussions, and also by promoting ideas and policies at each of the party conferences.

London Councils was also instrumental in establishing the All Party Parliamentary Group (APPG) for London, originally in May 2015, set up to promote London in the interests of all of its people, places and businesses as a global city and powerhouse of the economy. Since then the APPG for London has met regularly to explore a London approach to key areas of the devolution agenda, housing, transport, welfare and infrastructure, including transport and connectivity. London Councils provides the secretariat to the group on behalf of London government, including the Mayor of London.



**London Councils acts as host for a number of bodies which add value to the work of our member authorities by helping them co-ordinate their work with pan-London organisations. These include:**

**London Safeguarding Children Board (LSCB)**, representing London's councils in a broader partnership with police, health and other partners to promote child safeguarding across London.

**London Young People's Education and Skills (YPES) Board** – the lead strategic body for 14-19 education and training in the capital.

London Councils is the **Regional Employers' body for London local authorities**.

Boroughs are members of the Greater London Employment Forum and are represented on the Greater London Provincial Council for the purposes of negotiations with trades unions.

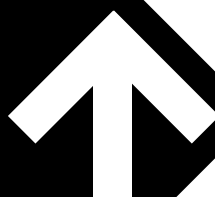
Capital Ambition, London's improvement and efficiency partnership and sponsor of the innovative London Ventures programme.

**London European Partnership for Transport (LEPT)**, which provides the London boroughs with support and access to European funding for transport projects.

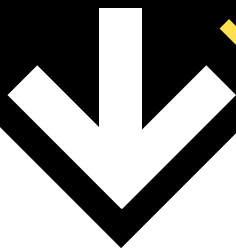
London Councils was also instrumental in the creation of a new collective investment vehicle for Local Government Pension Scheme (LGPS) funds, the London CIV. The **London CIV**, established by London Councils and initially chaired by Mayor Jules Pipe, was created to help reduce costs and improve investment returns for LGPS funds across the capital. In November 2015 the London CIV became the first such scheme to be fully authorised in the UK by the Financial conduct Authority.

London Councils also provides a key interface between boroughs, the London Resilience Group, the Greater London Authority (GLA) and a range of services on issues around **city management and resilience**.

**Adding Value  
for London's  
Boroughs**







## Income and Expenditure 2016/17

### Expenditure

Employee costs	5,378,000
Running costs	2,814,000
Direct services	8,191,000
Payments in respect of Freedom Pass and Taxicard	368,398,000
Commissioned grant payments	7,505,000
ESF commissions	1,880,000
Improvement and efficiency	265,000
Young People's Education and Skills (YPES) regional/provider activity	50,000
Commissioning and Research	640,000
One-off borough payment	1,651,000
Other operating expenditure	60,000
	<b>396,832,000</b>

### Income

Contribution in respect of Freedom Pass and Taxicard	368,790,000
Borough contribution towards commissioned grant payments	8,505,000
Borough contribution towards YPES activity	180,000
Income for direct services	8,974,000
Core member subscriptions	5,706,000
Borough contribution to LCP payments	326,000
Government grants	1,131,000
Other income	728,000
Use of Reserves	2,492,000
	<b>396,832,000</b>



## Events and Awards

**The London Summit** – Our annual flagship event is free to all London members and senior borough officers. Our **2016 Summit** - held on Saturday 21 November at the City of London's Guildhall - saw hundreds of delegates - councillors of all political parties from the 32 London boroughs and the City of London, as well as representatives from the business, public and voluntary sectors - gather to engage in debate and share experiences from across the capital.

**Awards** – London Councils supports and organises the following awards on behalf of boroughs that highlight and share their successes:

### **The London Borough Apprenticeship**

**Awards:** Established in 2011 to showcase the value of apprenticeships to London boroughs, how borough staff have contributed to apprentices' success and how boroughs are helping to maximise apprenticeship opportunities with contractors and suppliers. The winners of the 2016 awards were announced at a ceremony at the Tallow Chandlers Hall on 16 September. The 2016 winners in the various categories were:  
Apprentice of the Year - Ryan Emmerson

(Sutton); Best contribution by a new apprentice - Tom Torode-Sims (Bexley); Best progression by an apprentice - Shane Elliot (Ealing); Best manager or mentor - Davina Pandya (Hounslow); Best work with supply chains and/or small businesses to create new apprenticeships – Southwark.

### **The Small Business Friendly Awards -**

organised by London Councils and the London Region of the Federation of Small Businesses (FSB), the awards are an opportunity to celebrate projects or initiatives delivered by the London boroughs that have a positive impact on London's small business community. The Best All-Round Small Business Borough in 2016 was Wandsworth, recognised for its wide range of support for small businesses and start-ups in the borough, while Havering was highly commended in the same category. Other 2016 winners were: Merton - Best Small Business Procurement to Support Local Trade; Lambeth and Sutton (joint winners) – Best Programme of Support for Small Business; Cllr Brian Coleman, Hammersmith and Fulham – Best Small Business Champion (member); Jenni Asiana, Wandsworth – Best Small Business Champion (officer).

London Councils uses a range of communication channels to keep members informed



**Website** – London Councils’ website was visited by just under 1 million unique visitors and had 4.2 million page views in 2016/17.

**Key Issues** – our weekly e-newsletter, sent to more than 19,000 subscribers across the capital each Wednesday morning, provides a quick summary of the issues affecting London local government and the evolving policy landscape in the capital.

**Member Briefings** – our member briefing service provides members with timely policy analysis and information across all our main policy themes directly to their inbox. Improvements to our website enable members to edit and amend their preferences more easily than ever before. In 2016/17 we sent 71 policy briefings to subscribing members.

**Parliamentary Briefings** – we regularly brief MPs and Peers on government bills that affect London boroughs. In 2016/17 these included briefings in support of our lobbying work on several bills, including the Local Government Finance Bill; Housing and Planning Bill and Homeless Reduction Bill.

**Twitter** – London Councils’ Twitter account @londoncouncils has more than 18,000 followers who receive up-to-date news on all the latest developments in London local government as they happen.

**London Government Directory** – a free copy of our annual London Government Directory, sponsored by London Communications Agency, is sent to every member and to senior officers in all 33 London local authorities. The Directory is also available to view online at [www.directory.londoncouncils.gov.uk](http://www.directory.londoncouncils.gov.uk)

**Policy reports** – London Councils publishes a comprehensive range of policy reports providing data, analysis and recommendations on key policy challenges in the capital.



**Our Leaders' Committee, which consists of the Leaders and directly elected Mayors of London's 33 local authorities, meets regularly throughout the year to discuss and agree policy issues of importance to Londoners. A list of all Leaders' Committee dates, along with agenda and minutes of past meetings is available at [www.londoncouncils.gov.uk/committees](http://www.londoncouncils.gov.uk/committees).**

At its summer AGM, the Leaders' Committee elects a Chair, Deputy Chair and Vice Chairs for the organisation. A cross-party Executive acts as a forum for more detailed policy development and reports to the Leaders' Committee.

The Executive is made up of 11 councillors from across the political parties. Our leading members and their portfolios in 2016/17 were:

**Cllr Claire Kober OBE (Lab)** - Chair of London Councils (from 12 July 2016)\*

**Cllr Peter John OBE (Lab)** - Deputy Chair (from 11 October 2016) and executive member for business, skills and Brexit

**Cllr Teresa O'Neill OBE (Con)** - Vice Chair and Conservative group lead for devolution and public service reform (and previously executive member for health until 11 October 2016)

**Cllr Ruth Dombey OBE (LD)** - Vice Chair

**Mark Boleat (Ind)** - Vice Chair and chair of Pensions CIV Sectoral Joint Committee

**Cllr Lib Peck (Lab)** - Executive member for crime and public protection

**Cllr Ray Puddifoot MBE (Con)** - Executive member for adult social care

**Mayor Sir Steve Bullock (Lab)** - Executive member for housing

**Cllr Julian Bell (Lab)** - Chair of London Councils' Transport and Environment Committee

**Cllr Phillipa Roe (Con)** - Conservative group lead for devolution and public service reform (until 11 October 2016)

**Cllr. Kevin Davis (Con)** - Executive member for health (from 11 October 2016)

**Cllr. Darren Rodwell (Lab)** - Executive member for city development (from 11 October 2016)

In addition, the following members played key leadership roles

**Cllr Paul McGlone (Lab)** – Chair of Grants Committee

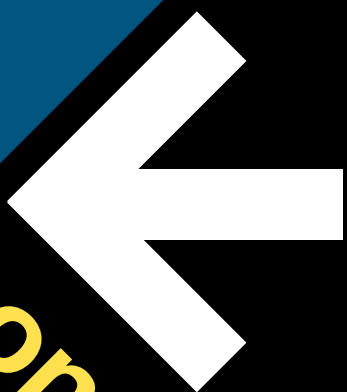
**Cllr Roger Ramsey (Con)** – Chair of Audit Committee

**Cllr Sarah Hayward (Lab)** - Lead member for equalities

**Edward Lord OBE JP (Ind)** – Chair of Capital Ambition Board

**Cllr Doug Taylor** – Chair of the Greater London Employment Forum

\* NB Jules Pipe was the previous Chair of London Councils (stood down 12 July 2016)



**London Councils**

**Executive Members**

London Councils  
59½ Southwark Street  
London SE1 0AL  
[www.londoncouncils.gov.uk](http://www.londoncouncils.gov.uk)  
020 7934 9999

design: [mightyagency.com](http://mightyagency.com)  
images: Thinkstock/Photofusion  
printing: SterlingMedia  
publication date: July 2017



London Councils supports environmentally-friendly products. This publication is printed on NAPM accredited paper that uses 75% recycled fibre, manufactured in the UK at mills with ISO 14001 accreditation.