

# London Councils

Minutes of the London Councils Leaders' Committee held on 10 October 2017  
Cllr Claire Kober OBE chaired the meeting

## Present:

BARKING AND DAGENHAM  
BARNET  
BEXLEY  
BRENT  
BROMLEY  
CAMDEN  
CROYDON  
EALING  
ENFIELD  
GREENWICH  
HACKNEY  
HAMMERSMITH & FULHAM  
HARINGEY  
HARROW  
HAVERING  
HILLINGDON  
HOUNSLOW  
ISLINGTON  
KENSINGTON & CHELSEA  
KINGSTON  
LAMBETH  
LEWISHAM  
MERTON  
NEWHAM  
REDBRIDGE  
RICHMOND UPON THAMES  
SOUTHWARK  
SUTTON  
TOWER HAMLETS  
WALTHAM FOREST  
WANDSWORTH  
WESTMINSTER  
CITY OF LONDON  
LFEP

Cllr Darren Rodwell  
Cllr Richard Cornelius  
Cllr Teresa O'Neill OBE  
Cllr Margaret McLennan  
Cllr Colin Smith  
Cllr Georgia Gould  
Cllr Mark Watson  
Cllr Julian Bell  
Cllr Doug Taylor  
Cllr Denise Hyland  
Mayor Philip Glanville  
Cllr Sue Fennimore  
Cllr Claire Kober OBE  
Cllr Sachin Shah  
Cllr Roger Ramsey  
Cllr Ray Puddifoot MBE  
Cllr Steve Curran  
Cllr Richard Watts  
Cllr Will Pascall  
Cllr Kevin Davis  
Cllr Lib Peck  
Mayor Sir Steve Bullock  
Cllr Mark Allison  
Cllr Ken Clark  
Cllr Jas Athwal  
Cllr Paul Hodgins  
Cllr Peter John OBE  
Cllr Ruth Dombey OBE  
Mayor John Biggs  
Cllr Clare Coghill  
Cllr Guy Senior  
Cllr Nickie Aiken  
Sir Mark Boleat

-

## Apologies:

BRENT  
KENSINGTON & CHELSEA  
MERTON  
NEWHAM  
WANDSWORTH  
CITY OF LONDON  
CAPITAL AMBITION

Cllr M. A. Butt  
Cllr Elizabeth Campbell  
Cllr Stephen Alambritis  
Mayor Sir Robin Wales  
Cllr Ravi Govindia CBE  
Ms Catherine McGuinness  
Mr Edward Lord JP OBE CC

Officers of London Councils, Deputy Mayor for Policing and Crime Sophie Linden, Assistant Commissioner Martin Hewitt and Deputy Assistant Commissioner Mark Simmons were in attendance.

Before opening the meeting the Chair welcomed the new leader of Bromley Council, Cllr Colin Smith and offered her thanks to his outgoing predecessor, Cllr Stephen Carr who had not only been leader in Bromley for many years but had also taken on prominent roles at London Councils.

#### **1. Apologies for absence and announcement of deputies**

The apologies and deputies listed above were noted.

#### **2. Declarations of interest**

No interests were declared.

#### **3. Minutes of Leaders' Committee AGM held on 11 July 2017**

Leaders' Committee agreed the minutes of the Leaders' AGM meeting held on 11 July 2017.

#### **4. Minutes of Leaders' Committee meeting held on 11 July 2017**

Leaders' Committee agreed the minutes of the Leaders' Committee meeting held on 11 July 2017.

#### **5. Changes to Local Policing in London**

The Chair welcomed Deputy Mayor for Policing and Crime Sophie Linden, Assistant Commissioner Martin Hewitt and Deputy Assistant Commissioner Mark Simmonds and asked them to address Leaders' Committee.

Deputy Mayor for Policing and Crime Sophie Linden included the following points in her presentation:

- The Mayor's statutory Police and Crime Plan and the Metropolitan Police Service transformation proposals (known as the 'One Met Model 2020') involved a number of changes to the organisation of local policing across London
- Since 2010, the MPS has had to find £600m of savings and must save a further £400m by 2020. This will inevitably have an impact on police numbers. There were also a number of areas of increasing demand, including tackling knife crime and counter terrorism.
- There had been over 2,500 responses to the Public Access consultation and these were now being considered in detail.
- The 'One Met Model 2020' included a series of changes to local policing based around the following core service areas:
  - Neighbourhoods
    - Including a planned minimum of two Dedicated Ward Officers and one Police Community Support Officer per ward that would be 'ring fenced' from abstraction
  - Protecting Vulnerable People
    - Bringing together in one place both local and previously centrally managed services that had been dealing with child abuse, rape and domestic violence
  - Response Teams
    - Bringing them together to cover a larger footprint, yielding potential efficiencies and reducing 'handovers' of investigations
  - Local Investigations
    - Teams of investigators would respond directly to the more serious and complex crimes, offering immediate victim – investigator contact.

There would be a revised structure of Basic Command Units (BCUs), each comprising more than one borough. This approach had generated some anxiety and concerns were raised about the proposed geography of BCUs during consultation

Deputy Assistant Commissioner Mark Simmons continued the presentation:

- The MPS was testing the 'One Met Model 2020' in two pathfinder areas:
  - Camden and Islington
  - Barking and Dagenham, Havering and Redbridge
- The pathfinders had been begun in January 2017:
  - BCU Commanders were appointed
  - Neighbourhood policing resources were allocated
  - Single emergency response arrangements were put in place
  - Central resources were allocated to form the new Safeguarding hubs
- A formal evaluation of the Pathfinders had not yet been concluded although early concerns, particularly about the impact on emergency response times had been acted on and changes made but more input, especially from borough leaders was sought
- The time-scale for the introduction of the Pathfinders was likely to have been too short to permit neither the development of stakeholder relationships nor the accommodation of local communities' needs. A longer lead-in time was needed for any more general roll out
- The management tier has been strengthened to build in stronger links with individual boroughs within the BCU footprint
- The aim was to tailor services to suit different needs in different communities
- It was important to plan ahead to accommodate likely future reductions in police numbers in London.
- Twelve commands were thought to be the optimal configuration for London. If there was any increase in the number of commands then some would fall below 800 people, which it was felt was too few for a viable command
- Plans were in place to set up shadow BCU commands in two further areas, so that preparations could be made, pending a decision on rolling out this approach across London.

Cllr Lib Peck (Labour, Crime and Public Protection, Lambeth) thanked Ms Linden and MPS colleagues on behalf of Leaders' Committee for the two visits they had made to it and for the presentation. She responded by asking:

- That the information and analysis on the pathfinders that had gone out to the five boroughs concerned go to all boroughs in good time
- That it was important to ensure high quality engagement with boroughs, including direct engagement with the political and managerial leadership
- That the approach was aligned to the needs of the individual boroughs in each cluster
- For the appropriate and timely sharing of information.

And pointed out that the loss of police numbers was a matter of regret for all concerned

Members of Leaders' Committee made the following points in response to the presentations:

- It was important to recognise and sustain the successful MASH model used in boroughs
- Tackling Violence against Women and Girls was a key issues and borough good practice include a successful anti- FGM campaign.
- There were concerns over visible policing
- Cuts were affecting targeted work
- Anti-social behaviour was a concern
- The 101 non-emergency number was 'broken' and surgeries were no substitute for an effective phone service

- The only way to offer a service to the most vulnerable was through a partnership across public services, Health, the Police and the Voluntary Sector
- There was a plan to have a police station in the west of Barnet and another in the east of Enfield leaving a large gap between the two
- Combining Hammersmith and Fulham, Kensington and Chelsea and Westminster was a step too far
- Gang culture was a serious issue with murders out of control and the police being forced to withdraw in some areas because of lack of resources
- The geographies of inner and outer London were very different and this needed to be better recognised in the proposed footprint of BCUs and the allocation of resources.
- The consultation about police numbers was flawed.

Ms Linden responded:

- The problems with the 101 number were not acceptable and improvements should be evident by January
- The need for a greater emphasis on leadership and partnership work was recognised and would be delivered through the plans for longer lead-in times and the use of BCU shadows

Deputy Assistant Commissioner Simmons responded:

- He had had professionally difficult conversations with boroughs in East London about response times and the impact of dispersed geography. This had been less of an issue in the central London pathfinder
- It would not be possible to deliver the improved Safeguarding function demonstrated in the pilots in a BCU unless a structure with the order of 12 clusters was adopted.

- Whilst acknowledging the difficulties during the Pathfinder, Havering response rates were now better than last year.

The Chair thanked Deputy Mayor for Policing and Crime Sophie Linden, Assistant Commissioner Martin Hewitt and Deputy Assistant Commissioner Mark Simmons for their contribution and Leaders' Committee agreed to note:

- The report and
- The proposed arrangements for signing off the Memorandum of Understanding on Criminal Justice Devolution.

## **6. London Business Rates pilot pool 2018-19**

The Director: Finance, Performance & Procurement introduced the item:

- The report updated Leaders' Committee on progress towards a London Business Rates Pilot Pool
- It set out the government's position, and emerging proposals for a pilot pool, including the distribution of any financial benefits that arose
- It sought both the Committee's in-principle support for proceeding with an application to become a pilot pool and a steer on key elements of the pool's operation and governance
- It informed Leaders of the nature and timetable for decisions that each local authority would be required to take to give effect to the proposals
- The support of Leaders' Committee would be required in order to meet the timetable of an Autumn announcement.

The Chair moved an amendment to the recommendations contained in the report:

*In the event that the pilot pool continues, it should not last for more than two years (i.e. beyond 2019/20) without a positive re-commitment by all participating authorities.*

Leaders' Committee accepted the amendment.

Cllr Nickie Aiken (Conservative, Westminster) sought clarification over a point made by her borough treasurer concerning the future, say in seven or eight years' time, of the backlog of over 8,000 BR appeals in her borough. She thought that boroughs in London may face a liability flowing from this.

The Director: Finance, Performance & Procurement responded by saying that the issue was not the number of appeals per se, but the adequacy of provisions made by boroughs to meet the potential impact of those appeals. If the pool were wound up, it would need to maintain a residual accounting function for several years until all appeals were resolved. There was a risk that this could generate future liabilities – or surpluses in the collective collection fund. This risk would need to be managed for the pool, just as it currently is for each borough. Overall, it had been put to Government that the proposal should only go ahead if there was a guarantee that no authority would be worse off. The precise ways in which that guarantee operate would be addressed during negotiations with Government.

Cllr Colin Smith (Conservative, Bromley) indicated his agreement to the proposals but that also, he profoundly disagreed with the potential consequences of the Fairer Funding Review not being progressed by Government until a later point. The Chair pointed out that she understood a number of boroughs shared his view

Cllr Ray Puddifoot MBE (Conservative, Hillingdon) expressed concern over the options for distribution, wishing to see a greater weighting on rewards for growth.

The Chair concluded the item by proposing that, if Leaders' Committee agreed to go forward in principle the question of how benefits would be distributed would be considered by the cross-party elected officers (Chair, Deputy Chair and three Vice Chairs) and in doing so they would be guided by the following principles:

- Incentivising growth (by allowing those boroughs where growth occurred to keep some proportion of the additional resources retained as a result of the pool)
- Recognising the contribution of all boroughs (through a per capita allocation)

- Recognising need (through the needs assessment formula) and
- Facilitating collective investment (through an investment pot designed to promote economic growth and lever additional investment funding from other sources).

Leaders' Committee agreed and, noting that any arrangements would be subject to the individual approval of all the London local authorities, to:

- Support in principle an application to government for a London-wide business rate pilot pool for 2018/19, based on the features set out in paragraph 8 of Appendix B<sup>1</sup> (and subject to the receipt of satisfactory assurances regarding “new burdens” and the “fair funding review” as identified in paragraph 10 of Appendix B)
- To delegate to the Chief Executive in consultation with Elected Officers of Leaders' Committee<sup>2</sup> in accordance with urgency procedures, the negotiation of the detail of final proposals to be then put to individual authorities and the Mayor of London for agreement (see paragraph 9)
- To develop proposals (subject to further legal advice) by which the authorities would delegate to a new joint governance mechanism of Leaders and the Mayor the exercise of functions in respect of deciding the allocation of strategic investment resources to specific projects in accordance with the principles and voting arrangements to be contained within the agreed framework for operating the pool (see paragraph 15)
- Clarify with Government how future liabilities would be dealt with, were appeals to be underprovided for during the life of the pool (raised by Westminster), which could in theory impact on all boroughs and the GLA
- And that in the event that the pilot pool continues, it should not last for more than two years (i.e. beyond 2019/20) without a positive re-commitment by all participating authorities.

---

<sup>1</sup> For references to the report and its appendices see <http://www.londoncouncils.gov.uk/node/32689>

<sup>2</sup> That is, the Chair, Deputy Chair and three Vice Chairs.

## **7. Housing and Homelessness Update**

Mayor Sir Steve Bullock introduced the report:

- On homelessness, there was little prospect of solid solutions to build at anything approaching the requisite pace and scale required
- There was particular concern around the funding available for homelessness and fire safety work
- There were opportunities for closer working to reduce homelessness pressures and increase efficiency, for example, some boroughs (led by Tower Hamlets and Croydon) were working on a GLA funded bid for meanwhile-use modular Temporary Accommodation, providing genuine additionality
- There was now a draft London Councils response to the Building Regulations Review chaired by Dame Judith Hackett
- The additional funding for housing, announced at the Conservative Party Conference, which was calculated to be sufficient for 5,000 new homes a year over the next 5 years, whilst welcome, would not solve the housing crisis.

Cllr Georgia Gould (Labour, Camden) said she had written to the housing minister on the question of homelessness.

Leaders' Committee agreed

- London Councils' forthcoming response to the review of Building Regulations

And to note:

- Lobbying on the implementation of the Homelessness Reduction Act
- Emerging proposals to consider ways of working more collaboratively, where appropriate, on specific solutions to reduce Homelessness.

## **8. Children's Services financial pressures**

Cllr Kevin Davis (Conservative, Health and Child Safeguarding, Kingston) and Cllr Peter John OBE (Labour, Business, Skills and Brexit including work and employment and schools, Southwark) briefly introduced the report saying it outlined potential lobbying activity to secure greater recognition from government in the face of the cost pressures on Children's Services in London.

Leaders' Committee agreed to:

- Note the ongoing work on children's social care pressures in relation to the Fair Funding Review, and the need to support further lobbying on this key issue where possible (see paragraphs 25-28<sup>3</sup>) and
- Support the proposals set out in paragraph 29-34 to undertake more immediate lobbying with regard to SEND funding shortfalls.

## **9. Annual Audit Report 2016/17**

Cllr Roger Ramsay (Conservative, Audit, Havering) briefly introduced the Annual Audit Report for 2016/17 which Leaders' Committee noted.

## **10. London Councils' Urgencies Report**

Leaders' Committee agreed to note the urgencies report: *MOPAC funding opportunity: tackling harmful practices*.

## **11. Minutes and summaries**

Leaders' Committee agreed to note the minutes and summaries of:

- GLEF – 13 June 2017

---

<sup>3</sup> See note 1

- YPES – 6 July 2017
- CAB – 11 July 2017
- Pensions CIV Sectoral Joint Committee – 12 July 2017
- Grants Committee AGM – 12 July 2017
- Grants – Leadership in the Third Sector Sub Committee– 18 July 2017
- TEC Executive Sub Committee – 20 July 2017
- Executive – 12 September 2017
- TEC Executive Sub Committee – 15 September 2017

The meeting ended at 11:50.

### Action points

Item		Action	Progress
6.	<p><b>London Business Rates pilot pool 2018-19</b></p> <ul style="list-style-type: none"> <li>• Clarify how future liabilities will be dealt with, were appeals to be underprovided for during the life of the pool (raised by Westminster), which could in theory impact on all boroughs and the GLA.</li> <li>• The question of how benefits would be distributed would be determined by the cross-party elected officers (Chair, Deputy Chair and three Vice Chairs)</li> <li>• Make an application to government for a London-wide business rate pilot pool for 2018/19</li> <li>• Delegate to the Chief Executive in consultation with Elected Officers of Leaders' Committee in accordance with urgency procedures, the negotiation of the detail of final proposals to be then put to individual authorities and the Mayor of London for agreement</li> <li>• Develop proposals by which the authorities would delegate to a new joint governance arrangement between the Leaders and the Mayor the exercise of functions in respect of deciding the allocation of strategic investment resources to specific projects in</li> </ul>	<p><b>Finance, Performance and Procurement (FP&amp;P) FP&amp;P</b></p> <p><b>FP&amp;P/CG</b></p> <p><b>FP&amp;P</b></p> <p><b>FP&amp;P</b></p> <p><b>FP&amp;P</b></p>	<p>Ongoing work – to be clarified in the final agreement</p> <p>Discussions with CLG ongoing – formal application required by early November for Autumn Budget</p> <p>Elected officers met with Chief Executive 13/10/17 to discuss a preferred option. Meeting again 1/11/17 to agree final option.</p> <p>Work ongoing with legal advisors to determine preferred governance structure/mechanism</p>

	<p>accordance with the principles and voting arrangements to be contained within the agreed framework for operating the pool</p> <ul style="list-style-type: none"> <li>In the event that the pilot pool continues, it should not last for more than two years (i.e. beyond 2019/20) without a positive re-commitment by all participating authorities.</li> </ul>	<b>FP&amp;P</b>	Amendment agreed by Leaders Committee
<b>7.</b>	<p><b>Housing and Homelessness Update</b></p> <ul style="list-style-type: none"> <li>Submit London Councils' response to the review of Building Regulations</li> </ul>	<b>PAPA Housing</b>	Completed