

Executive

Business Plan 2020/21

Item no: 5

Report by: John O'Brien **Job title:** Chief Executive
Date: 3 March 2020
Contact Officer: John O'Brien

Summary: The Chair wrote to the Executive on 20 December proposing that the 2020/21 Business Planning process be underpinned by a longer collective discussion by the Executive. This report aims to help facilitate that larger, collective Executive discussion.

Recommendations: The Executive is asked to:

- discuss the emerging draft content for the 2020/21 Business Plan
 - identify clear areas of priority for collaboration, in particular as a result of the General Election and the emerging policy context nationally
 - identify clear areas of priority in the context of the forthcoming Mayoral election and ways to promote the type of equal partnership and collaboration with the Mayor previously espoused by the Executive and captured in the recent London Councils publication aimed at all Mayoral candidates
 - highlight any specific areas that the Executive believe need to be assigned much higher, or lower priority in terms of focusing activity and resource
 - agree that officers' work with Executive portfolio holders to produce a draft Business Plan for comment by Leaders' Committee on 24th March. Final changes and amendments will be considered by the Executive on 19th May.
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Business Plan 2020/21

Introduction

The Chair wrote to the Executive on 20 December proposing that the 2020/21 Business Planning process be underpinned by a longer collective discussion by the Executive – at this meeting in March – at which Executive members can consider the small number of key areas that need to be focused upon to drive broader collaboration and to realise the ambitions of the agreed Pledges to Londoners. That was in contrast to a series of bilateral discussions between the Chair and portfolio holders and shadow portfolio holders which dealt with the content of the Plan followed by relatively little collective debate by the Executive. This report aims to help facilitate that larger, collective Executive discussion.

Background and Process

The means for giving effect to the ambition set out in the Chair's letter of 20th December was agreed by the Executive at its last meeting in January.

Since then, officers have consulted with Executive members and with shadow portfolio holders on the potential shape of draft Business Plan items for 2020/21. Comments have also been sought, where relevant, from CELC Lead Advisers to London Councils in specific areas.

It is important to state, of course, that in two portfolio areas:

- Crime and Public Protection
- Children's Services Schools and Families

the portfolio holders have only just come into their respective roles and full briefing has not yet been possible. The two portfolio holders have, generously, provided some immediate and initial steers on the balance of content, but clearly both will wish to be afforded an opportunity to reflect further once more extensive briefing has taken place.

It is proposed to take a draft of the outline Business Plan to Leaders' Committee for comment on 24th March. That will be in a fuller format, which – unlike this paper – will have supporting text as well as just the individual priority areas. Leaders' Committee will be invited to offer comment and to allow Executive to agree any final changes at its meeting in May.

Draft Content

The content has been formulated in order to be consistent with the agreed Pledges to Londoners, updated to meet the context of changes flowing from the outcome of the General Election and the ambitions set out in London Councils recent asks of all Mayoral candidates.

In most cases the draft content reflects the inter-action with portfolio holders and shadow portfolio holders discussed above. Where that process has not yet been fully completed, the relevant section has been labelled as such.

The detail of the draft content is set out at Appendix A. The main work streams and a brief description of them is set out in the body of the report below.

1. Finance Performance & Improvement

Delivering fair levels of funding for local public services in London

London local government receives its fair share of central government funding from robust and fair funding mechanisms, including but not limited to the outcome of the Fair Funding Review.

Supporting the case for financial autonomy in London through fiscal reform including business rates council tax and access to a broader range of revenue raising powers

The Government, senior civil servants and other stakeholders across the public sector, acknowledge the need for fiscal devolution to London to meet the challenge of improved service performance within the constrained financial climate.

Supporting London boroughs to drive continual improvement

London local government delivers continuously improving, high quality services to its local residents, and has a robust sector-led assurance package in place.

LOTI: Delivering better outcomes and service improvements for Londoners through collaboration on innovative technology, digital and data projects

To foster innovation so that London's public sector organisations can thrive in the digital era, achieving their best for London's residents.

2. Skills and Employment

Transform the skills system to improve Londoners job and progression opportunities and meet business needs in every part of London

Dramatic improvement in the effectiveness of skills programmes that are more responsive to employer and community needs across London and address current and emerging skills gaps.

Support disadvantaged Londoners into work and lobby for further devolution and reform of employment services to achieve inclusive economic growth

Dramatic improvement in the effectiveness of employment support in London, particularly for the most disadvantaged groups, through devolution and better service integration at local levels within London.

3. Crime & Public Protection (reflects very early inter-action with new portfolio holder)

Work with partners to reduce all forms of serious violence, including violence against women and girls

Deliver measurable reduction in all forms of serious violence through collaborative action facilitated by London Councils. This will include serious youth violence, knife crime, violence against women and girls and extremism.

Act to ensure every Londoner feels safe, supported by both front-line policing and borough commitment to crime prevention

Boroughs play an effective part in city government, helping ensure new investment strengthens front-line policing and ensuring the Police and Crime Plan sets a clear and focussed strategy, to bear down on priority crime, reduce the fear of crime and make our communities safer.

Ensure effective pan-London resilience

Promote a culture of London wide co-ordination which strengthens local and collective resilience, reinforced by appropriate training and guidance. Commit to providing and accepting mutual support following major incidents.

4. Business Europe and Good Growth

Improve the city as a place to do business, ensuring inclusive growth and stronger communities

London boroughs are the first choice of every London business when it wants a conversation with London government and create the conditions for greater pan-London and local inclusive economic growth.

5. Health and Social Care

Leadership which enables boroughs to maximise their role in transforming both access to and quality of health and care services for Londoners

Work with NHS partners to enhance and amplify Borough influence on the NHS Long Term Plan and so accelerate improvements in the London health and care system; either through agreeing co-design and collaboration, or through scrutiny and challenge.

Campaign for adequate funding and reform of adult social care and public health services

Make a compelling case for sustainably funded and reformed adult care that increases support for London boroughs amongst key influencers including MPs and media.

Showcase borough public health achievements and make the case for wider local public health powers

Create a higher profile for the success of the borough contribution to public health and make the case for well-funded local public health as central to Londoners well-being and the long-term sustainability of the NHS.

6. Schools and Children's Services (reflects very early inter-action with new portfolio holder)

Lead collaboration that keeps London's children and young people safe

Take action to work collaboratively across London to keep children safe, and work with partners to improve safeguarding and protection of London's children and young people.

Deliver reform, innovation and support for London's children and young people that is properly resourced, keeps them safe and supports them to fulfil their potential

Deliver improvements to transform education and children's services through collaboration and innovation, resulting in better outcomes for vulnerable children and young people, and cost savings

7. Transport and Environment

Leadership and collaboration to address the climate change emergency and empower London's wider environmental challenges.

Boroughs' supported by London Councils' collaborate to deliver and significantly accelerate the move towards being a carbon neutral city; gaining support from government through powers and funding to deliver on this and the wider city environment agenda.

Promote transport infrastructure investment for London to support good growth.

Identify ways to fund and deliver the transport infrastructure investment needed to retain and enhance London's status as a global, successful city and one that achieves carbon neutrality whilst promoting growth.

Transport and Mobility Services

Freedom Pass

Ensure effective day to day management of the Freedom Pass scheme providing 1.2 million older and disabled London residents free travel on almost all of London's public transport.

Taxicard

Ensure effective day to day management of the Taxicard Scheme, providing subsidised journeys in taxi and private hire vehicles to around 60,000 Londoners with severe mobility and visual impairments.

London Lorry Control Scheme

Minimise the disruption to London's residents caused by the movement of heavy goods vehicles through the operation of the London Lorry Control Scheme.

Traffic and Parking Policy and Advice

Helping to deliver effective and consistent traffic and parking policies and operations in London.

Health Emergency Badge (Urgent Care Badge)

Helping medical professionals attend emergencies quickly by managing the Health Emergency Badge Scheme effectively.

TRACE

Ensure people who have their vehicle towed away in London can find where it has been taken to quickly and easily through the TRACE service.

London European Partnership for Transport (LEPT)

Ensuring effective management of the London European Partnership for Transport (LEPT) to maximise funding, networking and knowledge opportunities in Europe and beyond.

London Tribunals

Efficiently supporting the provision of independent appeals services via London Tribunals, including the Environment and Traffic Adjudicators (ETA) and the Road User Charging Adjudicators (RUCA).

8. Housing and Planning

Accelerating housing delivery to meet London's needs, with the right mix of homes

Increasing council-led housing delivery in London through collaborative effort and to enhanced delivery capability.

Ensuring Londoners live in safe, good quality and fit for purpose homes – regardless of tenure

London boroughs deliver improved property standards in London across all tenures that incorporate enhanced fire safety and PRS standards.

Developing solutions to address homelessness in London

Significant increase in the number of homes available for homeless households and reduction in the numbers of households presenting as homeless.

Enabling borough placemaking and planning:

Boroughs have the powers, policies and resources to plan effectively and release land for housing

9. Welfare Empowerment and Inclusion

Highlight the impact of welfare reform on Londoners; and design a comprehensive local welfare support offer

Ensure that the impact of welfare reform in London is widely recognised in national policy debate; and that the creation clear proposals for a new local welfare support model helps London make the case for government devolution to better address the challenges faced by low income Londoners.

Optimising migration, social integration and inclusion

London's boroughs continue to benefit from migration and become national exemplars in promoting social integration and supporting the social inclusion of migrants and other disadvantaged residents.

10. Regional Employers

Represent the voice of London local government as major employers as part of the national employer arrangement

11. Grants

Fund partners to tackle homelessness and combat sexual and domestic violence

Ensure that services which tackle homelessness and combat sexual and domestic violence help boroughs to meet their statutory responsibilities and deliver transformative support to vulnerable Londoners that enables them to build safer, stronger lives.

Key Questions to aid collective discussion

The key purpose of the larger, collective discussion is to help stimulate consideration of how the Business Plan could reinforce a number of themes that members highlighted during the Awayday last Autumn. A small number of key questions may help in that task:

- are there clear areas of priority for collaboration, in particular as a result of the General Election and the emerging policy context nationally?
- are there clear areas of priority in the context of the forthcoming Mayoral election and ways to promote the type of equal partnership and collaboration with the Mayor previously espoused by the Executive and captured in the recent London Councils publication aimed at all mayoral candidates?
- are there specific areas that the Executive believe should be assigned much higher, or lower priority in terms of focusing activity or resource?

Recommendations

The Executive is asked to:

- discuss the emerging draft content for the 2020/21 Business Plan
- identify clear areas of priority for collaboration, in particular as a result of the General Election and the emerging policy context nationally
- identify clear areas of priority in the context of the forthcoming Mayoral election and ways to promote the type of equal partnership and collaboration with the Mayor previously espoused by the Executive and captured in the recent London Councils publication aimed at all Mayoral candidates
- highlight any specific areas that the Executive believe need to be assigned much higher, or lower priority in terms of focusing activity and resource

- agree that officers' work with Executive portfolio holders to produce a draft Business Plan for comment by Leaders' Committee on 24th March. Final changes and amendments will be considered by the Executive on 19th May.

Financial Implications for London Councils

None within this paper.

Legal Implications for London Councils

None specifically flowing from this paper.

Equalities Implications for London Councils

None specifically flowing from this paper.

Business Plan Portfolio Holder Priorities

1. Finance Performance & Improvement

1 Delivering fair levels of funding for local public services in London

London local government receives its fair share of central government funding from robust and fair funding mechanisms, including but not limited to the outcome of the Fair Funding Review.

Outputs

- a. A compelling and evidence-based set of campaign documents and related lobbying leading to a final submission to government ahead of Spending Review 2020.
- b. Persuasive and well evidenced responses to the Government's consultations, and papers to MHCLG's technical working group, as well as media and parliamentary lobbying interventions as part of the Fair Funding Review.
- c. Robust evidence to DfE/MHCLG on High Needs funding pressures ahead of Spending Review 2020.
- d. Persuasive and well evidenced policy recommendations to government and related public campaigning ahead of Spending Review 2020 regarding children's social care funding.
- e. Analysis to support lobbying on the financial implications for London boroughs of any adult social care funding reforms that may be forthcoming as part of the Government's renewed commitment to this.
- f. Lobby to change government perceptions of cost pressures on London through further analysis of the reasons why London has a disproportionate level of spending on NRPF, UASC and homelessness in support of the FFR and SR20 campaigning.
- g. Provide robust analysis to underpin funding/distributional arguments for the areas covered by other PAPA policy teams as and when necessary.

2 Supporting the case for financial autonomy in London through fiscal reform including business rates council tax and access to a broader range of revenue raising powers

The Government, senior civil servants and other stakeholders across the public sector, acknowledge the need for fiscal devolution to London to meet the challenge of improved service performance within the constrained financial climate.

Outputs

- a. Persuasive and well evidenced input to the work of the technical BRR implementation working group and response to the Government's final consultation on the design of the 75% business rates retention scheme contributing to public campaigning for change.
- b. Strategic submissions to government ahead of the Spending Review and Budget 2020 that influence public debate by proposing policy solutions to reform business rates and council tax and argue for access to a broader range of revenues raising powers.
- c. Work with other urban areas and city regions to win public support for the "permissive" taxes suggested by the LFC2, and to identify other potential revenue raising powers, supporting further fiscal devolution ahead of SR20.
- d. Develop and publicise more radical options for fundamental fiscal reforms to support local government, including consideration of income tax and VAT.
- e. Research into the capital/infrastructure financing options available to London local government to build a set of capital finance devolution asks of government ahead of SR20.
- f. Work with SLT and CELC to develop a better understanding of how London boroughs have become more commercial; using the evidence to support public lobbying on the case for greater financial freedoms and flexibilities.

3 Supporting London boroughs to drive continual improvement

London local government delivers continuously improving, high quality services to its local residents, and has a robust sector-led assurance package in place.

Outputs

- a. To provide administrative and analytical support to the Self-Improvement Board on performance improvement and assurance issues for London.
- b. Conclude a fundamental review of the LAPS tool to ensure it is still fit for purpose – including exploring measuring value for money, functionality and the delivery platform.
- c. Deliver an updated programme of peer support and challenge meetings for Chief Executive and Treasurers.
- d. Repeat the stress testing analysis of boroughs' medium-term financial plans as part of wider understand the financial risks facing London local government and work with

treasurers and chief executives to influence CIPFA's continuing work on financial resilience and its new financial management.

- e. Develop a repository of supportive materials to share learning and good practice around commercialisation.

4 LOTI: Delivering better outcomes and service improvements for Londoners through collaboration on innovative technology, digital and data projects

To foster innovation so that London's public sector organisations can thrive in the digital era, achieving their best for London's residents.

Outputs

- a. 100 digital apprentices in place across LOTI boroughs to enhance skills available to boroughs' digital and ICT teams.
- b. City Tools developed to raise the visibility of the technologies that power London local government, improve procurements and nurture better engagement with SMEs.
- c. Common Terms & Conditions agreed and used in new tech tenders and contracts across LOTI boroughs.
- d. Common approach to information governance in place across LOTI boroughs, including publication of a Joint Statement of Intent on Responsible Data Collaboration.
- e. Digital Data Privacy Impact Assessment tool co-created with Greater Manchester Combined Authority.
- f. Regular pipeline of data collaboration projects established and executed that result in service improvements for Londoners.
- g. Comprehensive knowledge base of resources, standards and guidance on deployment of Internet of Things devices in smart street infrastructure created and tested by London boroughs.

2. Skills and Employment

1 Transform the skills system to improve Londoners job and progression opportunities and meet business needs in every part of London.

Dramatic improvement in the effectiveness of skills programmes that are more responsive to employer and community needs across London and address current and emerging skills gaps.

Outputs:

- a. Develop a detailed case for devolution of apprenticeships, careers and 16-18 to London, identifying what we would do differently and a clear role for boroughs and sub-regions, demonstrating our added value, and run a lobbying campaign around this, building on links with other cities.
- b. Influence the government's review of the apprenticeship levy, lobbying for practical changes to the levy in London, in partnership with the Mayor and key business organisations.
- c. Support London boroughs to effectively maximise their use of the apprenticeship levy, exploring and developing opportunities for collaboration between London boroughs and between boroughs and local employers.
- d. Hold and promote the Apprenticeship Awards to recognise excellence and raise the profile of boroughs' work, securing financial support/sponsorship.
- e. Secure Mayoral commitment to outcomes-based commissioning, collaborative working and shared understanding of skills, via open, transparent data and ensure that the GLA's measurement of economic and social outcomes within the skills system including rigorous borough and institutional level data in all datasets, such as the London Learner Survey.

2 Support disadvantaged Londoners into work and lobby for further devolution and reform of employment services to achieve inclusive economic growth

Dramatic improvement in the effectiveness of employment support in London, particularly for the most disadvantaged groups, through devolution and better service integration at local levels within London.

Outputs:

- a. Develop proposals for a new model of a devolved London employment programme, building on lessons learned from the Work and Health Programme and run a campaign to get government support for this.
- b. Support London boroughs to effectively manage the Work and Health Programme, demonstrating service integration and ensuring a co-ordinated approach, including on-going negotiation with DWP.
- c. Support London boroughs to carry out an effective pan-London evaluation of the Work and Health Programme and improve the programme based on the results.
- d. Promote the impact of the Work and Health Programme through public facing work.

- e. Explore local models to effectively support disabled people into work and get this approach included in the government's strategy for disabled people.
- f. Work closely with JCP and boroughs to promote co-located and/or integrated employment services, identifying opportunities for this across London, gaining senior buy-in within boroughs and building a public case for further reform.

3. Crime & Public Protection

1 Work with partners to reduce all forms of serious violence, including violence against women and girls

Deliver measurable reduction in all forms of serious violence through collaborative action facilitated by London Councils. This will include serious youth violence, knife crime, violence against women and girls and extremism.

Outputs:

- a. Help deliver strengthened serious violence reduction plans (building on existing knife crime action plans and improving the response in respect of Safeguarding, Education and the involvement of girls as victims and perpetrators;) completed by all boroughs, supported by close collaboration with London Councils and crime reduction partners.
- b. The London Councils web-based best practise repository is expanded to develop leading practice identified through a programme of borough visits further developed and publicised – supported by interactive sessions for practitioners.
- c. Lobby for agreement to establishing a collaborative pan-London approach to commissioning domestic abuse refuges, including by intervention in passage of the Domestic Abuse Bill, that is informed by emerging London Councils policy and supported by the Mayor.
- d. Develop solutions to support safer housing approaches to protect young people from gangs, lobby for support for the solutions, including the development of robust protocols on out-of-borough placements, winning partners including housing providers and the Mayor where necessary.
- e. Lobby for a strengthened approach to Prevent delivery, which provides support for all boroughs , underpinned by effective intelligence and information sharing with boroughs.

2 Act to ensure every Londoner feels safe, supported by both front-line policing and borough commitment to crime prevention

Boroughs play an effective part in city government, helping ensure new investment strengthens front-line policing and ensuring the Police and Crime Plan sets a clear and focussed strategy, to bear down on priority crime, reduce the fear of crime and make our communities safer.

Outputs

- a. Shape the development of the Police and Crime Plan for 2021-25, working through the LCRB and direct engagement with the Mayor's Office and publicise the London borough position.
- b. Use media and Parliamentary lobbying to gain London's fair share of the investment in police numbers promised by the Government and also to argue for:
 - i. at least 600 officers in the first year to be deployed to front-line policing to maximise visibility in our communities.
 - ii. boroughs to be included as core partners in planning changes to the police estate.
 - iii. stable resourcing of MPS Safeguarding hubs.
- c. Conclude negotiations with Government, MOPAC and the National Probation Service to lock in co-commissioning between Probation and boroughs of London's local community rehabilitation services.
- d. Lobby to ensure that MOPAC commits to maintain in real terms all local crime reduction funding for 2021 -25 and make proposals for future bidding rounds to be simplified, better meeting local needs, and taking an area-based approach.

3 Ensure effective pan-London resilience

Promote a culture of London wide co-ordination which strengthens local and collective resilience, reinforced by appropriate training and guidance. Commit to providing and accepting mutual support following major incidents.

Outputs:

- a. London Councils facilitates the use of the agreed guidance to support localised training for Members which will enhance their understanding of their role in preparing for, responding to and recovering from major incidents.
 - Use feedback and learning from pilot pan-London workshops to develop training materials that can be used locally.
- b. Work with the Local Authorities Panel to strengthen local and collective resilience by completing implementation of the Action Plan agreed by Leaders' Committee.
- c. Embed learning from major incidents, including emerging lessons from stage one of the Grenfell inquiry, as part of the Standardisation Programme, working with the Local Authorities Panel Implementation Group and local practice.

- d. Support the delivery of independent peer reviews over a three-year period, based on the new Resilience standards for London, delivered in partnership with the LGA.

4. Business Europe and Good Growth

1 Improve the city as a place to do business, ensuring inclusive growth and stronger communities

London boroughs are the first choice of every London business when it wants a conversation with London government and create the conditions for greater pan-London and local inclusive economic growth.

Outputs:

- a. Market and implement a support offer to London boroughs to adopt the Pledges for Business, that measures progress and impact, shares good practice, raises ambition and encourages business to support inclusive economic growth.
- b. Undertake and launch the London Business 1000 Survey and maximise its use in policy and public affairs work, ideally working with a business representative organisation.
- c. Working with the GLA and other stakeholders, run a campaign to ensure that UK Shared Prosperity Fund is devolved to London government and London receives a fair share of the fund.
- d. Develop more detailed proposals for the devolution of the UK Shared Prosperity Fund, arguing for new more collaborative governance arrangements, alignment with other growth funding and funding at a borough and/or sub-regional level.
- e. Support boroughs to deal effectively with the changing nature of high streets, identifying and sharing new approaches among boroughs and lobbying for any new powers and government policy changes needed to support high streets.
- f. Through London Culture Forum, run a programme to proactively share good practice from the London Borough of Culture across London boroughs, demonstrating how culture can support communities and promote inclusive growth.

5. Health and Social Care

1 Leadership which enables boroughs to maximise their role in transforming both access to and quality of health and care services for Londoners

Work with NHS partners to enhance and amplify Borough influence on the NHS Long Term Plan and so accelerate improvements in the London health and care system; either through agreeing co-design and collaboration, or through scrutiny and challenge.

Outputs

- a. Develop and publish detailed reform proposals aimed at improving the quality of and access to GP and primary care in London.
- b. Agreement at national level on funding and devolved powers required to support a new deal to transform London's aging GP and primary care premises as part of a wider improvement in the quality of primary care service offered to all Londoners.
- c. Lead London level partners negotiations in pursuit of a refreshed devolution agreement.
- d. Agreement of proposals for a step change in integrated health and care through an offer of borough level leadership across London.

2 Campaign for adequate funding and reform of adult social care and public health services

Make a compelling case for sustainably funded and reformed adult care that increases support for London boroughs amongst key influencers including MPs and media.

Outputs

- a. Lobby for adequate funding of social care and public health services.
- b. Publish a further report on the State of Adult Social Care in London setting out the long term financial and resource sustainability challenges facing the capital and priorities for policy makers.
- c. Publish a range of evidence promoting interventions delivered by boroughs to transform adult social care and use media and Parliamentary interventions to make the case for why local funding should increase to keep pace with changing financial and demographic conditions.

- d. Through reports and events highlight London's learning from different approaches to integrated and collaborative working, including the Better Care Fund, demonstrating how this is improving outcomes and making proposals ahead the publication of reforms to the funding of adult care services.

3 Showcase borough public health achievements and make the case for wider local public health powers

Create a higher profile for the success of the borough contribution to public health and make the case for well-funded local public health as central to Londoners well-being and the long-term sustainability of the NHS.

Outputs

- a. Deliver campaigning evidence and interventions for further devolution of public health funding, autonomy and powers to London boroughs.
- b. Publicise and win public and government support for spend to save initiatives such as improving the funding of borough collaboration on HIV prevention and sexual health services which tackles HIV and other sexually transmitted infections.
- c. Highlight the achievements of boroughs around public health prevention, early intervention and the need for adequate funding.
- d. Lead the development of borough collaboration on tackling illegal tobacco, including in respect of the Summer Campaign and potential pilot of an Illegal Tobacco Enforcement Unit.
- e. Ensure the borough voice is influential in the development of London-level propositions for tackling childhood obesity in response to the London Health and Care Vision ambition.
- f. Influence the Spending Review by developing and publicising the case for investment in local public health.
- g. Through reports and evidence, highlight the pressures within the public health workforce and make the case for integrated workforce planning to ensure parity of opportunity for public health, social care and healthcare workforces.

6. Schools and Children's Services

1 Lead collaboration that keeps London's children and young people safe

Take action to work collaboratively across London to keep children safe, and work with partners to improve safeguarding and protection of London's children and young people.

Outputs

- a. Lead the transition to new multi-agency safeguarding arrangements, including the development of a potential pan-London dataset and partnership actions on London-wide priorities.
- b. Lobby for London's case for the full recovery of the costs of supporting UASC and reform to the national system of receiving and dispersing UASC, including the exploration of regional options.

Note:

The Executive portfolio holder is seeking to focus this work more clearly on the type of outputs indicated above. The Executive portfolio holder will wish to reflect further once she has had the opportunity of a full briefing with officers. There is an ambition to explore the potential for completing work streams previously agreed by Leaders in respect of criminal exploitation of young people and County Lines as part of discussions with the new Crime and Public Protection portfolio holder. An update on those discussions will be provided at the Executive meeting.

2 Deliver reform, innovation and support for London's children and young people that is properly resourced, keeps them safe and supports them to fulfil their potential

Deliver improvements to transform education and children's services through collaboration and innovation, resulting in better outcomes for vulnerable children and young people, and cost savings

Outputs:

- a. Develop a model of joint commissioning agreed by London boroughs for high cost, low incidence placements.
- b. Develop a process or tool for local partnerships to assess their engagement with and contribution to SEND and Education Health Care Plans (EHCPs), particularly from health partners such as CCGs, to better manage rising demand and secure partner support for it across London.

- c. Enhance the workforce regional improvement programme by identifying and developing longer term solutions to shortages in the children's workforce, such as exploring the feasibility of a London local government agency; and gain agreement to a delivery plan.
- d. Identify or develop and then publicly promote the delivery of new and innovative models in Pupil Referral Units (PRUs) and alternative provision to reduce exclusions and support children to reintegrate into mainstream provision or into successful progression routes, to keep children and young people away from potential engagement with youth violence.
- e. Develop a strategy to support the growth of more special schools and PRUs in areas of demand in London boroughs.
- f. Explore options for strengthening the early years offer to better join up Best Start, Healthy Child and school readiness initiatives across London.

7. Transport and Environment

1 Leadership and collaboration to address the climate change emergency and empower London's wider environmental challenges.

Boroughs' supported by London Councils' collaborate to deliver and significantly accelerate the move towards being a carbon neutral city; gaining support from government through powers and funding to deliver on this and the wider city environment agenda.

Outputs

- a. Deliver agreement on how London boroughs will move to a commitment on 100 per cent renewable energy for their own estate and publicise their contribution to climate change.
- b. Develop and publicise a collaborative strategy to develop London's green economy with support from business and the Mayor.
- c. Broker agreement on common borough deliverables within all climate action plans and run a wider media campaign to publicise the importance of climate action and London boroughs' contribution to addressing this challenge.
- d. Broker agreement on a standard reporting format for greenhouse gas emission data at council and borough level and publicise the agreement.
- e. Lobby to influence statutory guidance for consistency in recycling and for additional powers to improve air quality.
- f. Develop and publicise a collaborative strategy to priorities walking and cycling in existing and future developments with support from TfL and the Mayor.

2 Promote transport infrastructure investment for London to support good growth.

Identify ways to fund and deliver the transport infrastructure investment needed to retain and enhance London's status as a global, successful city and one that achieves carbon neutrality whilst promoting growth.

Outputs

- a. Support boroughs to deliver 1,000 charging points for electric vehicles during this year.
- b. Create and lobby for a programme of local transport infrastructure delivery, addressing enhanced connectivity, orbital travel, platform extensions and related responses to growing demand.
- c. Make the public case to drive transport innovation in the capital, such as Dockless bikes, demand responsive initiatives, car sharing and autonomous transport.
- d. Make a public case to central government about the importance of borough influence on relevant rail franchise arrangements.
- e. Argue for a joint review of outer London bus services and improved funding for local roads through the LIP process.

- f. Lobby for the delivery of major transport investment including Crossrail 2, High Speed 2, Euston redevelopment, Bakerloo Line Extension, West London Orbital and Tram network.
- g. Develop proposals and media influencing fiscal devolution of transport taxes, including VED.

Transport and Mobility Services

3 Freedom Pass: Ensure effective day to day management of the Freedom Pass scheme providing 1.2 million older and disabled London residents free travel on almost all of London's public transport.

Outputs

- a. Negotiate the Freedom Pass annual settlements with Transport for London and other transport operators, achieving best value for London's authorities who fund the scheme.
- b. Complete and assess the new automatic renewal process applied to the 750,000 March 2020 expiring passes.
- c. Further enhance customer experience through improved digital service provision.
- d. Improve fraud detection and prevention

4 Taxicard: Ensure effective day to day management of the Taxicard Scheme, providing subsidised journeys in taxi and private hire vehicles to around 60,000 Londoners with severe mobility and visual impairments.

Outputs

- a. Further enhance customer experience through improved digital service provision.
- b. Improve service reliability.

5 London Lorry Control Scheme: Minimise the disruption to London's residents caused by the movement of heavy goods vehicles through the operation of the London Lorry Control Scheme.

Outputs

- a. Progress implementation of outstanding scheme review recommendations.
- b. Renew enforcement contract, introducing ANPR technology.

6 Traffic and Parking Policy and Advice: Helping to deliver effective and consistent traffic and parking policies and operations in London.

Outputs

- a. Lobby for legislative change for the partial decriminalisation of speed enforcement, giving powers to London's local authorities to enforce the speed limits they are responsible for setting.
- b. Continue to provide highly valued advice and support to boroughs and represent their interests at relevant forums and meetings, including hosting the Parking Managers Seminar.

7 Health Emergency Badge (Urgent Care Badge): Helping medical professionals attend emergencies quickly by managing the Health Emergency Badge Scheme effectively.

Outputs

- a. Progress the review and modernisation of the scheme.

8 TRACE: Ensure people who have their vehicle towed away in London can find where it has been taken to quickly and easily through the TRACE service.

Outputs

- a. Continue to manage and operate the TRACE service, achieving an increase in take up of the online portal service.

9 London European Partnership for Transport (LEPT): Ensuring effective management of the London European Partnership for Transport (LEPT) to maximise funding, networking and knowledge opportunities in Europe and beyond.

Outputs

- a. Secure future funding for the future of the service in light of Brexit.
- b. Provide briefings, guidance on funding calls and organise a study tour for borough officers.

10 London Tribunals: Efficiently supporting the provision of independent appeals services via London Tribunals, including the Environment and Traffic Adjudicators (ETA) and the Road User Charging Adjudicators (RUCA).

Outputs

- a. Implement further system enhancements and efficiencies.
- b. Implement changes and resources to manage the introduction of the ULEZ and Direct Vision Standard schemes.

8. Housing and Planning

1 Accelerating housing delivery to meet London's needs, with the right mix of homes

Increasing council-led housing delivery in London through collaborative effort across tenure types and to enhanced delivery capability.

Outputs

- a. Develop and confirm agreement with government and the GLA, backed by public campaigning, to radically increase delivery, through:
 - New models for subsidy, finance and shared ownership that work for London
 - Collaborative solutions and incentives to increase the total capacity and skills of staff in the sector
 - Improvements in bringing forward land and financing arrangements, working across the public sector estate
 - Significantly improved solutions to front load delivery of social infrastructure (e.g. schools, health facilities etc)
 - Devolved influence on improvements to the health estate
- b. Ensure delivery of the PLACE project and make the case for further expansion in modular delivery.
- c. Negotiate greater collaboration from G15 that increases housing delivery and reduces temporary accommodation pressures on London boroughs

2 Ensuring Londoners live in safe, good quality and fit for purpose homes – regardless of tenure.

London boroughs deliver improved property standards in London across all tenures that incorporate enhanced fire safety and PRS standards.

Outputs

- a. Lead London government's public response to the Building Safety Bill and the Fire Safety Bill lobbying for both reform and funding to ensure all Londoners are safe.
- b. Lobbying to ensure LAs are have public government support to press for remediation work on privately owned buildings.
- c. Creating a best practice standard for social housing management to drive up standards and influence anticipated the Housing White Paper
- d. Forge a common borough position on PRS standards enforcement, including devolution of landlord licensing decisions back to borough level and public campaigning on improved standards for landlords and institutional investment in the PRS.
- e. Support the implementation of the 'Setting the Standard' programme to improve standards in homeless placements
- f. Develop clear proposals to deliver carbon neutral housing through retrofit and changes to new build projects and seeks government support and subsidy for proposals through media and Parliamentary interventions.

3 Developing solutions to address homelessness in London:

Significant increase in the number of homes available for homeless households and reduction in the numbers of households presenting as homeless.

Outputs:

- a. Promote Capital Letters to grow its membership, increase procurement, work with large scale landlords and manage the market
- b. Deliver and publicise research on best practice in homelessness prevention services, including rough sleeping
- c. Develop and publicise a borough led pan-London strategy to end rough sleeping.
- d. Deliver and use research to lobby for sufficient homelessness funding.
- e. Complete and agree new out of London placement advice with Essex and forge effective working relations with other affected out of London boroughs. Support LGA out of area placement work nationally.

4 Enabling borough placemaking and planning

Boroughs have the powers, policies and resources to plan effectively and release land for housing.

Outputs:

- a. Create the beginnings of a common approach for planning major developments through co-design and agreement with the wider building industry.
- b. Make the public case for adequate planning resources, including via the implementation of planning fee increases
- c. Develop and publicise regulatory solutions for the short term and holiday letting market working with the GLA as appropriate.
- d. Campaign to end, or limit, Permitted Development Rights, supported by research on the impacts of the policy, particularly related to homelessness placements

9. Welfare Empowerment and Inclusion

1 Highlight the impact of welfare reform on Londoners; and design a comprehensive local welfare support offer.

Ensure that the impact of welfare reform in London is widely recognised in national policy debate; and that the creation clear proposals for a new local welfare support model helps London make the case for government devolution to better address the challenges faced by low income Londoners.

Outputs

- a. Develop a proposal for a comprehensive local welfare support model, supported by boroughs, that is then used to lobby government for the resources and policy changes necessary for its implementation.
- b. Map, evidence and publicise the impact of welfare reform in London, reporting the financial burden for local authorities and effect on Londoners. Including the publication of pan-London research on the impact of Universal Credit on rent arrears.
- c. Contribute to the Spending Review submission with evidence on the impact of welfare spending on Londoners, including but not limited to support for:
 - Re-setting Local Housing Allowance rates at the 30th percentile of markets rents and linking Local Housing Allowance rates to changes in the rent levels on an ongoing basis.
 - A full-scale review of Discretionary Housing Payments, including a fair distribution of funding that matches demand in local areas.

2 Optimising migration, social integration and inclusion

London's boroughs continue to benefit from migration and become national exemplars in promoting social integration and supporting the social inclusion of migrants and other disadvantaged residents.

Outputs

- a. London benefits from a post-Brexit migration policy that is responsive to the concerns and needs of the Capital. The impact of Brexit upon vulnerable EEA national Londoners is mitigated.
- b. Using Parliamentary and media interventions lobby Government to shape the impact of Brexit on migration policy, changing Home Office policy to ensure local authorities in

London and supported by policy guidance to enable vulnerable EEA national residents to attain Settled Status.

- c. Lobby Government to produce effective and targeted communications that will improve awareness and support for EEA nationals in attaining Settled Status and share good practice of communication approaches within the boroughs.
- d. Lobby publicly through parliamentary and media activity and negotiate with Government to reform the National Transfer Scheme so that it is fair to London, to cities and meets the full costs incurred by local authorities in caring for UASCs.
- e. Run visible campaign on NRPF that changes government policy, primarily through evidencing and publicising the impact of NRPF on the boroughs.
- f. Lobby for an effective permanent replacement for the transition partnership arrangements for asylum support with a permanent mechanism that allows boroughs to hold the Home Office and the new asylum support providers to account.

10. Regional Employers

1 Represent the voice of London local government as major employers as part of the national employer arrangement

Outputs:

- a. Act as the regional employer for London local authorities, undertaking the Employers Joint Secretary Role including regular meetings with Trade Union Side secretaries, and arranging meetings of, and supporting the London Councils member bodies – Greater London Provincial Council GLPC / Greater London Employers Forum GLEF;
- b. As the Employers Regional Secretary, ensure an appropriate deal for London is reached with unions and employers in any pay negotiations for April 2020 onwards;
- c. Support and promote networking, linkages, learning and join up of HR professionals across London boroughs and wider public service partners, including NHS and Greater London Authority collaboration partners, on all workforce related matters. We will support a range of HR related borough networks in order to promote effective sharing of practice.
- d. Promote innovation and transformation of workforce practices which support improvement and efficiency in public service delivery;
- e. Provide a conciliation service to support the resolution of local and regional disputes;

11. Grants

1 Fund partners to tackle homelessness and combat sexual and domestic violence

Ensure that services which tackle homelessness and combat sexual and domestic violence help boroughs to meet their statutory responsibilities and deliver transformative support to vulnerable Londoners that enables them to build safer, stronger lives.

Outputs

- a. Manage the 2017-2021 Grants Programme, ensuring that quality services meet the needs of Londoners and complement borough services
- b. Develop, with partners and stakeholders, a fit-for-purpose pan-London 2021-25 Grants Programme that addresses gaps in service provision for
 - a. people who are vulnerable to homelessness and those who are homeless
 - b. victims of sexual and domestic violence.
- c. Use the findings from evidence-based practice - through delivery of the Grants Programme - to contribute to policy work to reduce violence against women and girls and develop solutions to address homelessness in London.
- d. Working with third sector partners, contribute to work for the development and devolution of the UK Shared Prosperity Fund.
- e. Help to address cost pressures associated with people with no recourse to public funds, through specialist grant funded projects
- f. Influence, with other London funders and the third sector, funding arrangements across the capital to develop a sustainable and cohesive third sector that is better able to meet the needs of Londoners.