

Leaders' Committee

20 March 2018 – 11:30 am

At London Councils offices, 59½ Southwark St., London SE1 0AL

Refreshments will be provided

London Councils offices are wheelchair accessible

Labour Group: Room 2 and 3 10:00

Political Adviser: 07977 401955)

Conservative Group: Room 5 10:00

(Political Adviser: 07903 492195)

Contact Officer: Derek Gadd

Telephone and email: 020 7934 9505 derek.gadd@londoncouncils.gov.uk

Lunch will be provided in Room 2 for members after the meeting

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***Declarations of Interests**

If you are present at a meeting of London Councils' or any of its associated joint committees or their sub-committees and you have a disclosable pecuniary interest* relating to any business that is or will be considered at the meeting you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting, participate further in any discussion of the business, or
- participate in any vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

It is a matter for each member to decide whether they should leave the room while an item that they have an interest in is being discussed. In arriving at a decision as to whether to leave the room they may wish to have regard to their home authority's code of conduct and/or the Seven (Nolan) Principles of Public Life.

*as defined by the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

The Chairman to move the removal of the press and public since the following items are exempt from the Access to Information Regulations. Local Government Act 1972 Schedule 12(a) (as amended) Section 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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London Councils

Minutes of the London Councils Leaders' Committee held on 6 February 2018
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 A

Cllr Dominic Twomey
Cllr Richard Cornelius
Cllr Teresa O'Neill OBE
Cllr M. A. Butt
Cllr Colin Smith
Cllr Georgia Gould
Cllr Tony Newman
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 Elizabeth Campbell
Cllr Kevin Davis
Cllr Lib Peck
Mayor Sir Steve Bullock
Cllr Stephen Alambritis
Cllr Ken Clark
-
Cllr Paul Hodgins
Cllr Peter John OBE
Cllr Ruth Dombey OBE
Mayor John Biggs
Cllr Clare Coghill
Cllr Ravi Govindia CBE
-
Ms Catherine McGuinness
-

Under the provisions of Standing Order 2.5

CAPITAL AMBITION

Mr Edward Lord JP OBE CC

Apologies:

BARKING AND DAGENHAM
NEWHAM
REDBRIDGE
WESTMINSTER
LFEP A

Cllr Darren Rodwell
Mayor Sir Robin Wales
Cllr Jas Athwal
Cllr Nickie Aiken
Ms Fiona Twycross AM

Officers of London Councils, Mr Tom Riordan and Ms Mariana Pexton of Leeds City Council, Ms Eleanor Kelly of the London Local Authorities Panel (LAP) and Ms Mary Ney were in attendance for item 4. *Independent Peer Challenge: London local government's collective resilience arrangements*

Before the meeting started Cllr Teresa O'Neill (Conservative group leader, Bexley) told Cllr Claire Kober OBE on behalf of the Conservative group that:

- They were sorry to hear that she intended to stand down as Leader of her borough and Chair of London Councils
- It was noteworthy that the leaders of the three parties on London Councils were all women and
- Her group deplored the treatment Cllr Kober had suffered as had been widely reported in the press.

This view attracted widespread endorsement by members of Leaders' Committee.

Cllr Kober thanked Cllr O'Neill for her kind words which she said were much appreciated.

The Chair then reported the death, aged 102, of Sir Alan Dawtry a long-standing chief executive of Westminster City Council who had also been Secretary of London Councils' predecessor body, the London Boroughs Association (LBA) 1965-78. Leaders' Committee agreed that London Councils' condolences should be conveyed to his widow.

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 meeting held on 5 December 2017

The Chair asked Cllr Julian Bell (Labour, TEC, Ealing) to report back, as a matter arising, on negotiations with TfL. He did as follows:

- There had been a constructive cross-party meeting with Ms Val Shawcross CBE, Deputy Mayor for Transport which had secured the following commitments:

- Taxicard funding would remain at the level of the previous year with some uplift
- The Mayor would seek to make further progress in mitigating reductions in the budget for Local Improvement Plans (LIPs).

Cllr. Ravi Govindia (Conservative, Wandsworth) commended Cllr. Bell and TEC for the work it had done on this issue and urged that this robust approach be sustained in continued lobbying activity.

Cllr Colin Smith (Conservative, Bromley) pointed out that the minutes contained the following commitment from Deputy Mayor Pipe...

On Cllr Smith's point about population figure projection calculations he would be happy to set up a meeting to explain in detail how this was done

...but that this meeting had not been arranged. The Chair assured Cllr Smith that London Councils' officers would take this up with colleagues at the GLA.

Leaders' Committee agreed the minutes of the Leaders' Committee meeting held on 5 December 2017.

4. Independent Peer Challenge: London local government's collective resilience arrangements

The Chair welcomed Mr Tom Riordan and Ms Mariana Pexton of Leeds City Council, Ms Eleanor Kelly of the London Local Authorities Panel (LAP) and Ms Mary Ney.

The Chief Executive introduced the item:

- London Councils had commissioned an independent peer challenge in autumn 2017, focusing on the extent to which boroughs' collaborative resilience arrangements – recently strengthened by the Emergency Planning (EP) 2020 Prospectus - continued to provide assurance in the light of a range of incidents during 2017 and to identify ways in which the collective arrangements could be further strengthened
- Tom Riordan, Chief Executive of Leeds City Council, and Mary Ney, former Chief Executive of the Royal Borough of Greenwich, were commissioned to conduct the peer challenge; they provided, respectively, experience from a large city outside of London and long experience of resilience arrangements in the capital. Eleanor Kelly, Chief Executive of the London Borough of Southwark, had also been invited to attend

the meeting to represent the London Resilience Local Authorities' Panel (LAP, which would have managerial oversight of the peer review's implementation)

- Their brief was clear that they were not to look at individual incidents or boroughs but collective arrangements across London

The Chair then invited Ms Ney and Mr Riordan to report the Peer Challenge's findings to Leaders' Committee, with Ms Ney focusing on the context and Mr Riordan, the recommendations

Ms Mary Ney:

- With 625 Incidents recorded between September 2015 and 2016 in London there is a good deal of experience to benefit from
- The London Local Authority Gold Rota was instituted in 2004 and the report contains examples of how it had functioned
- EP2020 represented a pro-active approach to responding to a range of resilience issues
- There was a strong ethos of co-operation between boroughs
- Areas to note included:
 - Reduced resourcing, resulting in a loss of capacity, experience and expertise in boroughs
 - Sub-regional arrangements were not always as clear as they might be
 - Leaders and chief executives needed to give resilience issues high priority - no borough would be free of needing to manage some incidents
 - Self-evaluation could run the risk of being seen as tick-box exercise and thought needed to be given as to what best offered mutual assurance
 - There was a lack of articulation of the role of the Mayor of London and little reference to the role of leaders and directly-elected mayors in guidance on managing incidents.
 - Resilience arrangements themselves could not compensate for a lack of community engagement and communication with residents and businesses
 - More thought needed to be given to the evolving response in respect of the victims/survivors of particular incidents
 - There was a strong ethos of mutual aid in London local government; it should be the 'default position'
 - There could be more exercising of mutual aid and the recovery phase.

Mr Tom Riordan:

- There had been an excellent response from all those interviewed
- EP2020 should be the local point for a single implementation plan for the recommendations coming out of the Challenge, but needed regular updating and amendment
- Implementation needed to be led by the London Local Authorities Panel (LAP)
- Assurance mechanisms needed to be developed in a practical way across London
- Government wanted assurance that arrangements were robust and that they draw on contributions wider than individual teams
- Community engagement and liaison plans needed to be more strongly integrated and exercised
- There was a role for the Mayor as a voice for London but a clear distinction between his and the operational response was required
- A more singular point of contact from central government was needed when London local authorities were managing incidents.

Ms Eleanor Kelly

- LAP welcomed the report and would be receiving a high-level report on its implementation on the following day
- A mapping exercise would be carried out to try and ensure that resources could be deployed to support boroughs.

The Chair asked for questions and comments from the floor and these were among those that were put forward:

- Several members stressed the importance of exercises
- The constitutional nature of LAP and the arrangements underpinning the Gold Resolution, particularly in respect of working with individual councils, could be clearer
- Relationships with the hotel trade needed to be strengthened as it could be critical in the case of an evacuation
- The role and value of local political leaders – just as with national politicians – needed to be better understood by all resilience partners

- There were varying levels of capacity and experience in boroughs in responding to incidents
- The importance of working with faith groups was affirmed.
- Involvement of major employers and town centre managers was important
- There was a need to guard against the danger of a 'reactive spurt'. The response to every incident should be as good as the last one.

The responses from the Peer Challenge and LAP included:

- The Local Authority Panel (LAP) was a sub-group of the London Resilience Forum, operating as part of the Civil Contingencies Act framework which underpinned resilience arrangements nationally
- A pragmatic approach to augmenting the Gold Resolution - potentially via an agreed protocol – would be explored before committing to a process involving a revision of the Resolution itself among all 33 authorities. The regular conduct of exercises could go some way to compensate for churn of personnel and any lack of experience. These responsibilities Chief Executives recognised could not be delegated
- Government needed to grasp the issue of co-ordinating visits in response to incidents and requests for information
- Specialisms needed to be developed among officers in different areas – victim support, hotel liaison etc.
- There was an intention to report back on the content of the Implementation Plan later in the year and the progress against that early next year

During the discussion Cllr Elizabeth Campbell (Conservative, RBK&C) thanked all those boroughs that had helped in the wake of the Grenfell Tower tragedy.

Leaders' Committee agreed:

- To endorse the report's recommendations for strengthening resilience and emergency preparedness across London's local authorities
- That the London Resilience Local Authorities' Panel would oversee implementation of the recommendations

- That the Panel would report on the content of the Implementation Plan later in the year and would prepare a progress report on that implementation for Leaders' Committee, early in 2019.

5. Fire Safety Update

Mayor Sir Steve Bullock (Labour, Housing, Lewisham) introduced the report saying:

- Work continued on a day-to-day basis dealing with continuing short-term challenges for boroughs in addressing fire safety challenges
- Issues would be breaking over the next six months. In addition to the officer Fire Safety Group which London Councils and Housing Directors had facilitated it would be important to ensure that there was a route for some collective political considerations of these issues as appropriate.
- It was proposed to set up a small group of members, a practical body that would support borough officers in dealing with fire safety issues.

Leaders' Committee agreed to note the report and to set up a cross-party member steering group on fire safety.

6. Recommendations of the Homes for Londoners Board construction skills sub-group

Cllr Peter John OBE (Labour, Business, Skills and Brexit, Southwark) introduced the report:

- London needed a significant increase in its skilled construction workforce to meet the need for new homes
- As well as training in traditional building skills, London also needed a construction workforce trained in new skills. New technologies like precision manufactured homebuilding offered the opportunity to increase build-out rates while delivering higher quality homes
- Cllr Peter John chaired a sub-group of the Homes for Londoners Board that also included Mayor Bullock and Cllr Govindia as well as other borough representatives and developers, housing associations and skills providers
- The sub-group reported back to the Homes for Londoners Board making 22 recommendations developed to support three overarching targets to be achieved by 2021, as follows:
 - At least 50% of construction qualifications gained in London should be translated into construction employment in the city

- Half of all homes built in London should have a pre-manufactured value of over 50% and the skills required for this should be reflected in London's training provision and
- As well as increasing the quality and quantity of construction training for Londoners, the capital should continue to secure necessary migrant labour for construction post Brexit, until at least 2021
- The Mayor, local authorities and the construction industry should work together to develop a new approach to local labour requirements and section 106 employment and skills targets. This new approach should move away from a focus on new apprenticeship and employment starts, towards completions of apprenticeships or movement into employment. It should also allow apprentices, trainees and workers to move between sites across local authority boundaries to enable them to complete their training. This should provide more meaningful employment and training opportunities for residents across London, while recognising the importance of housing developments for providing local employment opportunities.

Cllr Ravi Govindia (Conservative, Wandsworth) pointed out that there were limitations on the way section 106 funds could be pooled and to give this proposal legal effect would require change. He also urged that sub-regional aspects be improved before focusing too narrowly on the pan-London level.

Leaders' Committee agreed to note the report.

7. Devolution and Public Service Reform

The Corporate Director, Policy and Public Affairs introduced the item saying it reported on London government's work on devolution and public service reform – including updates regarding the progress against the Memorandum of Understanding with Government on further devolution to London, particularly in relation to:

- Further Business Rates retention
- Development Rights Auction Model
- Adult Education Budget and wider skills devolution
- The London Work and Health Programme
- European Structural and Investment Funding
- Health devolution
- Criminal Justice devolution

- Housing

Cllr Kevin Davis (Conservative, Health and Child safeguarding, Kingston) reported on a useful meeting he had had with the Secretary of State for Health. Real opportunities existed for boroughs, Cllr Davis argued, and a report would come to Leaders' Committee in March setting out how some of this could be realised.

Leaders' Committee agreed to note the report.

8. Review of Scale of Election Fees for 2018/19

The Chief Executive introduced the report saying that one was brought to Leaders' Committee at the start of each year proposing a set of fees that boroughs could consider adopting.

Cllr Richard Cornelius (Conservative, Barnet) expressed his continuing outrage that senior council staff who received fees as returning officers were effectively being paid twice and, in this respect, the report was designed to be duplicitous.

Leaders' Committee agreed to note and approve the proposed scale of fees and expenses, as set out in an appendix to the report, as guidance for the London boroughs, with effect from 1 April 2018.

9. London Councils' Urgencies Report

Leaders' Committee agreed to note that London Councils' urgency procedure had been used to approve the continued delivery of HR Metrics SLA.

10. Minutes and summaries

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

- Pensions – 13 September 2017
- GLPC – 19 October 2017
- TEC Executive Sub Committee – 16 November 2017
- Grants Committee – 22 November 2017
- Capital Ambition – 13 December 2017
- Executive – 16 January 2018.

Action points

Item		Action	Progress
3.	Minutes of Leaders' Committee meeting held on 5 December 2017 <ul style="list-style-type: none"> Ensure that the GLA delivered what it had promised Cllr Smith (Conservative, Bromley) on population figure projection calculations. 	PAPA Strategic Policy	In hand
4.	Independent Peer Challenge: London local government's collective resilience arrangements <ul style="list-style-type: none"> The LAP would prepare a progress report for Leaders' Committee, early in 2019. 	CG/ PAPA Strategic Policy	LAP has met to consider the Peer Challenge and has initiated an implementation plan.
5.	Fire Safety Update <ul style="list-style-type: none"> Set up a cross-party member group. 	CG/ PAPA Strategic Policy	Paper on the cross party member group setting terms of reference is before Leaders
7.	Devolution and Public Service Reform <ul style="list-style-type: none"> A report to come Leaders' Committee in March setting out what was wanted from the Health service in London. 	PAPA Health	Completed

London Councils' Leaders' Committee

Health and Social Care Devolution in London Item 4

Report by: Clive Grimshaw **Job title:** Strategic Lead for Health and Adult Social Care

Date: 20 March 2018

Contact Officer: Clive Grimshaw

Telephone: 020 7934 9830 **Email:** Clive.grimshaw@londoncouncils.gov.uk

Summary

This report invites Leaders' Committee to consider the strategy which will shape how boroughs might seek to deliver health and care integration. This report was identified by Leaders' Committee in February as something that should be presented to this meeting. The issues raised in this report build on the opportunities available through the Health and Care Devolution Memorandum of Understanding and, if they are to be expanded and utilised, will need relatively quick action following the May elections. The report invites Leaders to consider an assertive approach from London local government, underpinned by utilising devolution through borough-led approaches first and foremost.

Leaders' Committee is invited to consider strategy and tactics for maximising the borough voice at the local, multi-borough and London level.

Recommendations

- Leaders' Committee is recommended to –
- give an indication of the scale of its commitment to investing in locally led reform.
 - offer guidance to officers on preparatory work that should be undertaken in the period leading up to the early meetings of the new Leaders' Committee in the summer of 2018.

Health and Social Care Devolution in London

Introduction

1. This report alerts Leaders' Committee to decisions on improving health and care services that may be required immediately after the formation of new administrations following the May borough elections.
2. An opportunity for greater local influence on improvement to health care has been created as a result of the commitments made by national government and the NHS nationally in the Memorandum of Understanding signed with London Partners, including London Councils and the Mayor of London, in November 2017. This built on the previous Agreement of 2015. However, this opportunity can only be realised if the powers and freedoms agreed in that document are used to develop specific local proposals. Furthermore it will be necessary to act on locally generated plans before national solutions are imposed. This creates some urgency.
3. This report describes some of the levers for accelerating improvement in health and care and for better tailoring improvements to the needs of Londoners. Secondly, it describes the approach to health and care improvement being adopted nationally by the NHS and government. Thirdly, the report provides examples of locally developed initiatives that could be adopted as alternative solutions were national partners to recognise those as being consistent with commitments made by them when the MoU was signed. In this context it is then possible to explain why it is likely that the window of opportunity for locally influenced change may be relatively brief.
4. This leads to options for boroughs, both working individually and also collectively, about the level of priority to give to presenting locally designed health and care improvements to drive change in London. The more that Leaders wish to see local solutions as the dominant form of improvement, the more it will be necessary to support this by some collective preparatory work in the period between now and the early meetings of the new London Councils' Leaders' Committee meetings in the summer.

5. Leaders' Committee is asked to give an indication of both the depth and prevalence of commitment to locally led reform, and to offer guidance to officers on preparatory work that should be undertaken in the period leading up to the early meetings of the new Leaders' Committee in the summer of 2018.

Making use of the Memorandum of Understanding

6. The MoU signed in November 2017 captured a shared commitment to unblock health and care reform in areas where previous efforts to change and deliver improvement had been hindered.
7. As a consequence, in relation to health and care integration, London and national partners have agreed to work together to explore levers that could increase the pace of improvement including:
 - flexibility of payment mechanisms
 - developing place-based provider regulation
 - workforce planning and delivery of education and training
8. More specifically, the MoU, therefore, gives London the opportunity to:
 - bring forward options for new payment models and enabling support to local areas wishing to test and deliver reform to care integration;
 - share learning about new payment models, including those which may be tested in London and those emerging nationally.
 - develop a London approach to supporting local and sub-regional areas to deliver integrated health and care.
 - with partners, agree an approach for regulation and oversight which better supports more ambitious integrated models.
9. The new powers and freedoms that have been gained through devolution provide a platform for accelerating the development of borough-led integration models in order to improve the health and care system locally. London boroughs with the Mayor and health partners will collectively need to account for how effectively these new powers are used.
10. There is a time limited window of opportunity in the period to come, likely to last between now and the summer, when boroughs will have the greatest opportunity to shape the delivery of reform and show how boroughs are leading the future of health and care in the Capital based on a deep and thorough understanding of

local need and circumstances. During this period, the absence of a clear borough-led proposition risks leaving a vacuum into which models developed from other sources could be inserted.

11. In the same way that the work of individual pilot areas in London had led the way to agreeing the elements of the agreements reached in December 2015 and then in November 2017, one of the tasks facing all London boroughs now appears to be how to ensure reform emerges through bottom-up, locally designed solutions across the capital. This will be a central task for the coming months and points to questions of how best the local story can be told, how boroughs can shape this and how best London can harness collective ambition to use the MoU agreement to improve health and care for Londoners. The degree to which the powers and freedoms can be unlocked will be contingent on boroughs' abilities in creating robust local proposals.

The national ICS development programme

12. National policy is increasingly focussing on integration across multi-borough footprints. Most recently, the NHS 2018/19 Planning Guidance set out a plan for Sustainability and Transformation Partnerships (STPs) to 'evolve' into Integrated Care Systems (ICSs). ICSs are defined as being systems where "commissioners and NHS providers, working closely with GP networks, local authorities and other partners, agree to take shared responsibility (in ways that are consistent with their individual legal obligations) for how they operate their collective resources for the benefit of local populations".

13. The guidance explains the desired outcomes of the ICS as:

- creating more **robust cross-organisational arrangements** to tackle the systemic challenges facing the NHS;
- supporting **population health management approaches that facilitate the integration of services** focused on populations that are at risk of developing acute illness and hospitalisation;
- delivering **more care through re-designed community-based and home-based services**, including in partnership with social care, the voluntary and community sector; and
- allowing systems to take **collective responsibility for financial and operational performance and health outcomes**.

14. The national approach suggests integration would happen, optimally, at the following scales –

Each building block operates at a different scale and fulfils different functions



Integrated care system Care at the system level	Integrated providers Care in a place	Locality networks Enhanced primary care
<ul style="list-style-type: none"> +1million population Providers and commissioners collaborating to: <ul style="list-style-type: none"> Hold a system control total. Implement strategic change. Take on responsibility for operational and financial performance. Population health management. 	<ul style="list-style-type: none"> ~100-500k population Providers collaboratively: <ul style="list-style-type: none"> Integrate primary care, mental health, social care and hospital services. Work preventatively to stop people becoming acutely unwell. Care models to redesign care. 	<ul style="list-style-type: none"> ~30-50k population Link GP practices together to: <ul style="list-style-type: none"> Enhance access. Give additional resilience. Share workforce. Provide proactive services.

Locally developed models are key to delivery of person centered care

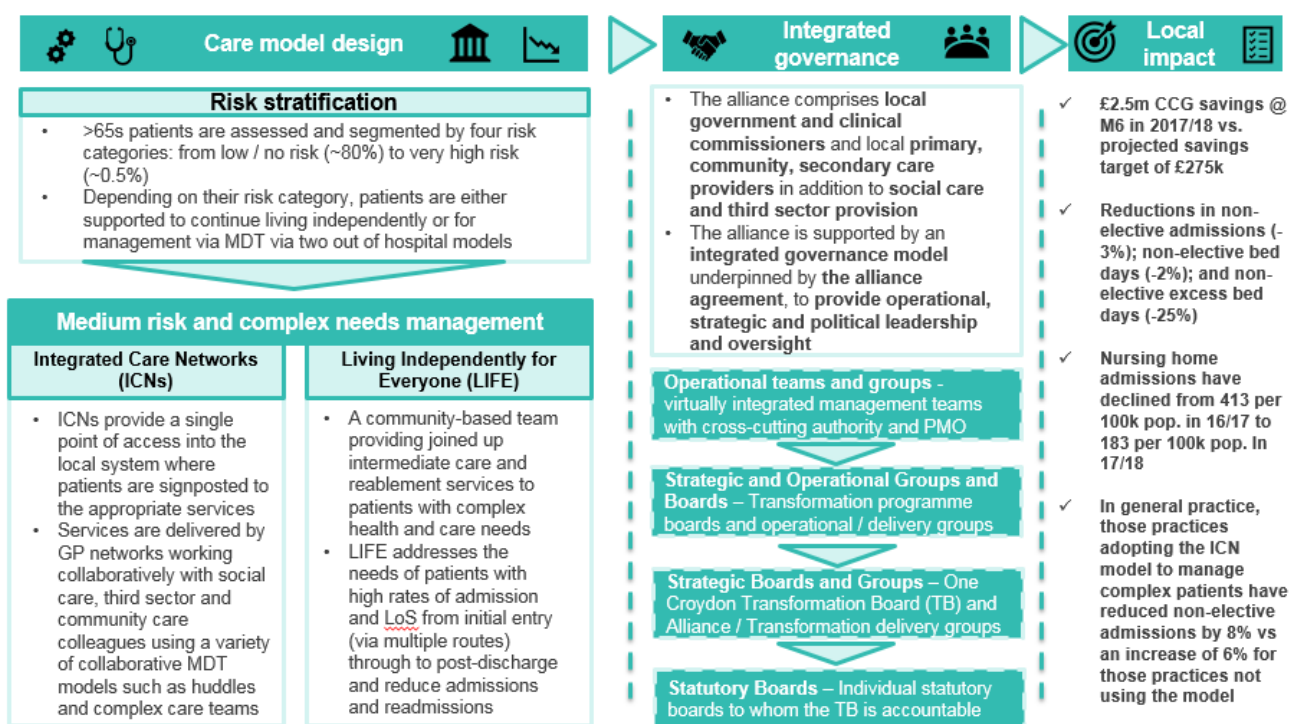
15. In London, there are examples of borough-led reforms emerging across the Capital. The London boroughs of Hackney and Lewisham, for example, were actively engaged in shaping the commitments in the MoU as integration pilot areas. These pilots, linked to the devolution discussions are not the only local initiatives of this type. Other areas of London have developed their own models in parallel. Together, these models of care build from a clearly defined population and build out from a primary and community care-based approach. For example:

Borough: One Croydon Alliance

The 'One Croydon Alliance' is an integrated single-borough model already delivering impact. The model aspires to:

- improve personal outcomes;
- improve financial sustainability; and
- shift activity to the right place at the right time.

The aspirations are underpinned by an emphasis on proactive and preventative care that will fundamentally change the way that services are delivered to the local population of around 380,000. The care model has initially been focused on the over 65 year old population, with ambitions to expand to include the whole population.

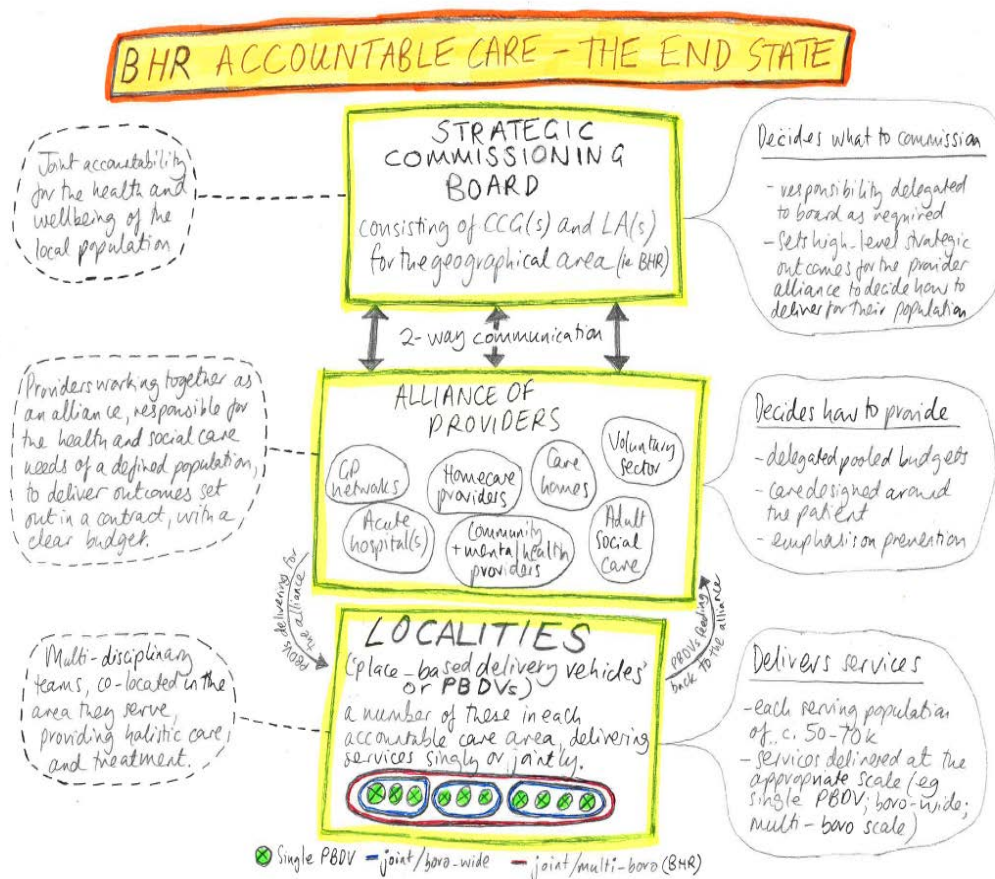


16. Locally-led models of health and care vary across the Capital. A review, by officers, of a number of those approaches suggest that there are some common features that partners all want to realise for Londoners:

Empowering and involving Londoners	<ul style="list-style-type: none"> Local approaches are designed in partnership with and in response to the needs of local communities, with democratic accountability through local politicians. Education and support empowers citizens to take better care of their own health and wellbeing. Londoners are supported to manage long term conditions independently and remain in their homes where possible. Londoners can influence and direct the support they receive.
Personalised and holistic care	<ul style="list-style-type: none"> Multidisciplinary teams support all elements of health and wellbeing. Approaches address the wider determinants of health (e.g. housing and education). Mental health and wellbeing are more prominent parts of the care model.
Care in the community	<ul style="list-style-type: none"> Appropriate care delivered as close to home as possible.
Access	<ul style="list-style-type: none"> Londoners have a clear, single point of access for health and care services. Londoners can see a GP when they need to and at a time that suits them, supported by primary care working at scale.

17. However, it is not possible to meet all the needs of Londoners within their local community or home borough. Sometimes Londoners will need to go into the next borough, or further across the city, to receive the best care for their condition. There is, in those cases, a need to work across larger geographical footprints for some pathways of care to improve outcomes and work more efficiently. Within London, most citizens receive most of their care within a few boroughs of their home. Building on locally driven work, cross-borough partnerships are developing across the Capital. These aim to preserve the principle of subsidiarity, with aggregation only where required.

Multi-borough: Barking and Dagenham, Havering and Redbridge



- Strategic commissioning and service provision are distinct, but have a strong two-way connection. Providers will potentially have a greater role in commissioning within a capitated budget system.
- Localities are units of integrated provision but could also carry out a more local commissioning function.

Borough-led Action

18. The examples provided earlier in this report are just two of a number which are emerging through borough-led action. However, it is likely that all boroughs across London are engaging in local discussions about the optimal model for local integration of health and care – in some cases this is based on a clear borough vision for what benefit an integrated system would have for borough residents. Those plans will demonstrate a variety of approaches as well as show some commonality. There is value in better understanding the aggregate picture insofar as borough plans are developed, and officers will be able to bring forward some conclusions from such a programme of work later in the year.
19. The evolving national policy landscape, such as the move to deliver Integrated Care Systems, tends to emphasise an approach to integration at a greater scale than the borough without excluding borough level integration. In absence, however, of a firm borough vision, the local models are more likely to end up being shaped by the delivery of the national ICS plan
20. The signing of the MoU saw London reach a critical point. It sets out opportunities for London to shape and accelerate its approach to reform based on a bottom-up strategy. However, if London to take advantage of the MoU, it will require boroughs to come forward with clearly articulated ambitions and plans for integration. This in turn may depend on demonstrable political commitment to take action. London's ambition could be to commit to produce a comprehensive plan for reform which builds from the bottom-up and allows for the development of clearer multi-borough plans.
21. This leads to options for boroughs both working individually and also collectively about the level of priority to give to ensuring that locally designed health and care improvements drive change in London.

Conclusion

22. The next phase of work will need to focus on how to move to a strategy to best enable London boroughs to better influence change and enhance health and care delivery by taking advantage of the MoU. Leaders' Committee is asked to give an indication of the scale of commitment to locally led reform. This might include sharing a sense of the level of resource individual boroughs intend to commit to developing proposals in partnership with other local organisations in the

immediate future. Leaders Committee is further asked to offer guidance to officers on preparatory work that should be undertaken in the period leading up to the early meetings of the new Leaders' Committee in the summer of 2018, including the potential to bring together the variety of local approaches, the commonalities and possible route map to reform.

Financial Implications for London Councils

There are no financial implications for London Councils resulting from this report.

Legal Implications for London Councils

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

Equalities implications for London Councils

There are no equalities implications for London Councils.

Leaders' Committee

London Counter-Fraud Hub Update

Item 5

Report by: Guy Ware **Job title:** Director: Finance, Performance & Procurement
Date: 20 March 2018
Contact Officer: Guy Ware
Telephone: 0207 934 9675 **Email:** guy.ware@londoncouncils.gov.uk

Summary

The London Counter Fraud Hub, a London Ventures project, is nearing the conclusion of the pilot phase and is considered strongly likely to meet the standards required by the contract. The solution's technical operation is proven to find more fraud than existing data matching solutions and delivers a much higher proportion of successful leads. The four pilot authorities, Ealing, Camden, Islington and Croydon, are about to embark upon the final round of user acceptance testing. It is anticipated that this will be completed and the pilot signed off by July 2018.

The attached report has been prepared by Ian O'Donnell, Executive Director of Corporate Resources at the LB Ealing in collaboration with CIPFA, who have been contracted to provide the service with partners BAE Systems, Mazars, and Moore Stephens. Ian O'Donnell and Rob Whiteman, Chief Executive of CIPFA, will attend to present the report.

Recommendations Leaders' Committee is asked consider and note the report.

London Counter Fraud Hub Update

Background

1. The London Counter Fraud Hub (LCFH) was established to detect fraud across borough boundaries and maximise recoveries by sharing data and taking advantage of advanced analytics technology and automation.
2. A project in the first wave of the London Ventures programme, the hub was conceived by Ealing Council and developed with the assistance of a grant of £435,000 from Department for Communities and Local Government, which funded market research and an EU competitive tendering process.
3. The project made use of the London local authority professional networks to ensure a collaborative approach was established and agreed, and a memorandum of understanding was signed by all 33 London local authorities.
4. The contract was awarded to CIPFA, with partners BAE Systems, Mazars, and Moore Stephens. The solution has advanced data analytics capabilities and provides end to end fraud detection and investigation services as well as an enquiries service.
5. The commercial model makes use of payment by results to drive investment in innovation, and in the long term will result in a shift of focus for councils, moving away from detection of fraud to proactive prevention.
6. Four pilot authorities (Camden, Croydon, Ealing and Islington) are taking part in the proof of concept which will conclude at the end of June 2018. The pilot is testing the effectiveness of the solution for three fraud types: council tax single person discount, business rates, and housing tenancy.
7. The LCFH Oversight Board consists of the key decision makers from the pilot authorities. The contract sets out the minimum standards that the solution must achieve at pilot stage before it can be rolled out more widely.
8. The contract will run for 9 years subject to passing the pilot stage requirements

Initial Results

9. The initial results from product testing using data extracted from the four pilot authorities are set out in the following table:

Minimum Standards				
	Council SPD	Housing Tenancy	Business rates	
° Total Min. standard to be met (simple)	884	133	146	
° Total Min. standard to be met (complex)	3	17	30	
° Total	887	150	176	
Results To Date				
Authority	Council SPD	Housing Tenancy	Business rates (Without POI)	Business rates (With POI)
Camden	2664	467	63	725
Croydon	2817	151	291	439
Ealing	1905	289	67	393
Islington	2921	450	34	539
Cross Borough	31	11	0	0
Total Alerts generated by NetReveal	10338	1368	455	2096
Alerts Reviewed by POC participants	189	152	72	30
% of alerts considered suitable for investigation during POC	49%	33%	31%	57%
Estimated number of alerts suitable for investigation based on POC findings	5066	451	141	1195

10. The table shows that when testing has been completed the solution is likely to significantly exceed the minimum standards within the contract in respect of council tax, business rates and housing. Further work is being undertaken on business rates as only Islington was able to test the second set of outputs. Of particular significance is the high percentage of alerts generated in each area that are considered suitable for investigation. By way of comparison, the National Fraud Initiative and other data matching operations typically achieve around 5%. The hub will thus reduce the effort wasted by investigators on false positives and enable the automation of recovery processes.

Progress to date with the technical solution

11. The LCFH Oversight Board reviewed the latest pilot results across three fraud types and noted that following initial testing all four pilot authorities felt they had a reasonable degree of confidence in the technical solution. They noted that the first phase of testing had demonstrated that the solution was finding more fraud than other solutions already being used, with much lower levels of false positives. They agreed that the first phase of testing the technical solution could be signed off and they felt that following further user testing it

was strongly likely that they would be able to sign off the technical solution as meeting the minimum standards in the contract.

Progress to date with automation

12. The solution will enable the processing of single person discount fraud cases to be automated. The LCFH Oversight Board noted progress at Ealing in identifying a viable technical solution for file transfer into the Northgate Council Tax system, and that with further work this should provide an automation solution that meets the minimum standards requirement. The other pilot authorities are currently mobilising to design and test automation.

Value for Money

13. Benefit calculators are being developed for each fraud type, to show the unit costs that will be incurred on average in comparison to the average amounts that will be recovered. In combination with the outputs from the testing of the technical product, these calculators will provide the basis for the VFM test. Initial estimates of the gross savings from fraud detection and prevention that would be achieved for London if the hub is successfully deployed to all boroughs put the total at £0.5 billion over the nine year life of the contract. A user satisfaction survey also forms part of the minimum requirements test, and this has been drafted.

Data Protection and GDPR

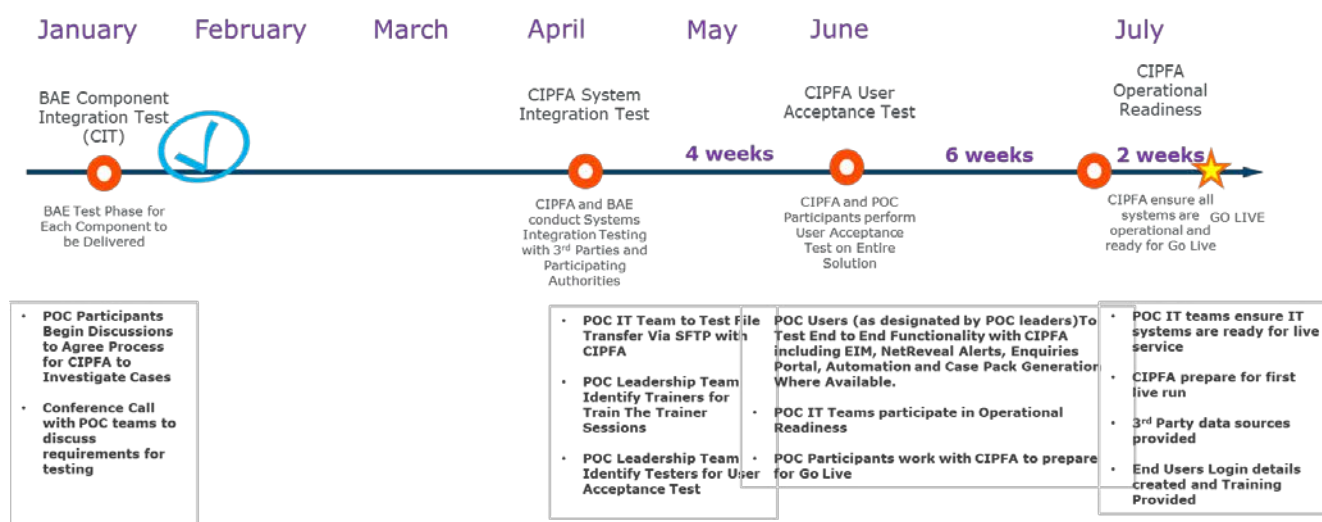
14. Legal advice has been obtained concerning the hub's compliance with the law in relation to data protection and data subject rights. This advice confirms that the way the hub operates is within the law and sets out the actions that must be carried out by participating authorities, including the formal notices and agreements required.

User Acceptance Testing

15. The next phase of testing will enable pilot authorities to gain further confidence in the quality of the outputs of the hub, as well as test the case management system, user journey experience and processing.

Next Steps

16. The chart below shows the timeline for the remaining work. If the user testing goes to plan the hub will “go live” in July with the pilot authorities and the first wave of on-boarding 10 further councils three months after that in October.



Recommendations

17. Leaders' Committee is asked consider and note the report.

Financial Implications for London Councils

None

Legal Implications for London Councils

None

Equalities Implications for London Councils

None

Leaders

Adult Community Learning in London

Item no. 6

Report by: Dianna Neal **Job title:** Head of Economy and Culture

Date: 20 March 2017

Contact Officer: Dianna Neal

Telephone: 020 7934 9819 **Email:** Dianna.neal@londoncouncils.gov.uk

Summary: This report outlines the findings and recommendations from a pan-London project about Adult Community Learning (ACL) in the capital. The project considered the future focus of ACL, how to measure its impact and how it might be commissioned, once the Adult Education Budget (AEB) is devolved to the Mayor from 2019/20.

Recommendation: Leaders' Committee is asked to note the findings and recommendations of the report and comment on these.

Adult Community Learning in London

Background

1. Education and training for adults aged 19+ is provided by London boroughs, further education colleges and private providers. A distinctive part of this work has been community learning, which focuses on working within communities and engaging individuals in learning. This may include the basic skills necessary to function in society and at work; English; digital skills; numeracy and budgeting; health education; creative arts; and citizenship. It may also include pre-employability training, for example the behaviours, attitudes and expectations required by London's employers. Community learning is local. It is often short in duration, and may be supported by volunteers and other local public services.
2. Annual funding for community learning is provided to each of the 32 London boroughs, the City of London, the Institutes of Adult Learning (IALs)¹, and to a small group of other providers² as a 'block' grant. To date, this has given those in receipt of funding the freedom to determine both what was offered and how it was delivered (for example, as a directly-delivered service, sub-contracted, fully outsourced, or as a combination of these).
3. This is not the only funding that London boroughs, IALs and others receive for adult skills. Most providers in receipt of a block grant for their current community learning also offer qualification-based courses in competition with the wider FE sector, doubling their allocations. Appendix 1 lists the community and other Adult Education Budget (AEB) funding that the main ACL providers in London receive.
4. Community learning was considered alongside FE provision as part of the Area Review process in London during 2016/17. A follow-on project was commissioned by London Councils, on behalf of the four London-sub-regional partnerships and the Greater London Authority (GLA), to take forward specific recommendations arising from the Area Review. Community learning is also part of the AEB that will be devolved to the Mayor in 2019/20, and therefore could be subject to changes in terms of its focus and funding in the future. The research therefore explored options for commissioning

¹ City Lit, Morley College, Working Men's College (The Camden College), Mary Ward Settlement and the Workers' Education Association. IALs offer provision which attracts learners across London.

² The London Learning Consortium and a small number of colleges

community learning and the impact of any major changes in funding allocations might have. It focused on three areas:

- The future role and distinct focus of Adult Community Learning (ACL) in London
 - How outcomes and impact of ACL should be measured
 - Commissioning arrangements for ACL when the Adult Education Budget (AEB) is devolved to the Mayor.
5. Alongside this pan-London project, sub-regional partnerships undertook further work to address other recommendations arising from the Area Review.
6. FEA consultants delivered the pan-London project. This involved a literature review, mapping of current community learning catchment areas, modelling of potential changes to funding allocations and widespread discussions with boroughs, providers and key stakeholders. The final report and accompanying documents can be found [here](#).

Main findings and recommendations in the report

Defining publicly funded community learning

7. The report highlights how ACL is distinct from wider AEB provision. ACL provision doesn't always involve qualifications, but focuses on building confidence and skills through part-time learning. It is locally responsive and usually delivered in the community and in conjunction with other local borough-based support services, such as health, housing, employment and social services. The report identified seven key beneficiary groups for community learning:
- Those furthest away from work
 - Those working in very low paid work or insecure employment, and those falling outside the parameters of the benefit system and seeking a return to work.
(Provision for low-paid workers should be planned with reference to DWP services).
 - English for speakers of other languages (ESOL)
 - Mental health service users
 - Adults with learning difficulties and disabilities
 - Older learners
 - Residents with multiple support needs.

8. The report recommends that the GLA adopts this definition of community learning and continues to allocate a 'block grant' to boroughs and current community learning providers, to support a locally responsive service that maximises the links to other public services. Ideally grants should be over three years. Boroughs should continue to access the wider Adult Education Budget (AEB) to support progression onto more formal learning.

Measuring outcomes and impact

9. In its draft Skills for Londoners strategy, the GLA has stated that it will move towards an outcome based commissioning approach for the AEB. All providers currently measure aspects such as learner numbers, attendance, and retention to the end of the programme of study, achievement of individual objectives and progression (where data is available). But further information and evidence is needed to show impact.
10. The report proposes that in the short term the GLA should consider the following measures as a contribution towards measuring impact:
 - Reporting on the proportion of learners supported against the identified priority groups.
 - Measuring educational progression.
 - Measuring social metrics consistently across London. This means collecting robust data which measures improvements in health and wellbeing, levels of confidence and attitudes to progression, and social relationships.
 - Using judgements about outcomes made by external inspectors, primarily Ofsted.
11. The report recommends that the GLA works with providers to develop pan-London arrangements to measure the value of community learning using social metrics. Many London boroughs have indicated that they are willing to test these out during 2018.
12. In the longer term, it recommends that the GLA tracks actual individual progression from community learning activities to higher levels of education, training and employment, as a key measure of the success of all adult learning provision. This would require the government to share a dataset with the GLA that has linked HMRC and DfE data to enable tracking individuals who progress from learning to work.

Future commissioning

13. As highlighted earlier, the report argues for the retention of 'block grant' funding³ of community learning so that services can be locally responsive and well-integrated with other services. It then considers two different approaches identified during the course of the project – changes to funding allocations and robust business planning.
14. Funding allocations for community learning are historic, vary significantly across London boroughs and so could, potentially, be adjusted to better reflect need. This was highlighted as a key issue during the research, including by the GLA. AEB devolution could re-open discussions about funding allocations between boroughs. The researchers therefore undertook some modelling of modified allocations according to different definitions of need, using established data sets. Initial modelling shows that, even with safeguarding a percentage of each borough's current allocation, several boroughs would experience very sharp increases or reductions in funding (more detail is in Appendix 2). The unintended consequences of this would mean a focus on reducing provision, restructuring and redundancies rather than ensuring that boroughs improve quality and develop new, innovative provision. Should the GLA decide to change allocations, the report recommends the changes should be phased in over a period of time with transitional funding and the GLA should explore the option of developing more precise data that better reflects need and the specific priority groups identified in the report.
15. In the short term, the report suggests a business planning approach. Boroughs would produce a three year plan outlining how the service is meeting the needs of priority groups, a clear picture of what funding is spent on and the expected outputs and outcomes. These would be reviewed annually by the GLA. A failure to meet outcomes within pre-agreed tolerances would result in clawback, or in a reduced allocation for the following year. The plans would form part of the contract between boroughs and the GLA.

³ The block grant is a flat rate allocation, as opposed to an alternative formula-driven approach which funds providers primarily on numbers and hours of learning delivered.

Considerations and next steps

16. The report outlines the distinctiveness and benefits of community learning; proposes common priority groups and makes recommendations to the GLA about how to approach community learning once the Adult Education Budget (AEB) is devolved. The full set of recommendations is attached at Appendix 3. Through the Adult Education Programme Board, the Mayor, the boroughs and other stakeholders will need to work together to ensure that the AEB is strategic, appropriately targeted and focused on outcomes. This could bring challenges and changes for ACL provision, as well as opportunities, as indicated in the report.
17. The GLA has been involved in this project, with officers sitting on the steering group. Cllr Peter John will write formally to the Deputy Mayor for Planning, Skills and Regeneration outlining the key recommendations of this report. The report should also inform the GLA's Skills and Employment Commissioning Framework that will set out the Mayor's initial approach to the AEB, including community learning. London Councils is also discussing with the GLA how borough providers can be involved in work to develop and measure social impacts consistently across London, alongside education and employment outcomes.

Recommendations

Leaders' Committee is asked to note the findings and recommendations of the report and comment on these.

Financial implications for London Councils

None

Legal implications for London Councils

None

Equalities implications for London Councils

There are no direct equalities implications for London Councils as a result of this paper.

Attachments

Appendix 1: Funding allocations for key community learning providers, 2015/16
Appendix 2: Details of modelling of borough community learning allocations

Appendix 3: Recommendations from the report 'Adult Community Learning in the context of London's vision for skills'

The final report and accompanying documents can be found [here](#).

APPENDIX 1

Funding allocations for key community learning providers, 2015/15

Provider	15/16 CL funding	total 15/16 ASB, CL and dLSF funding (ie AEB in 16/17)	%age CL
TOWER HAMLETS LONDON BOROUGH COUNCIL	£2,131,718	£2,470,378	86.3%
LEWISHAM LONDON BOROUGH COUNCIL	£1,881,081	£3,310,515	56.8%
HAMMERSMITH AND FULHAM LONDON BOROUGH COUNCIL	£1,684,202	£2,763,001	61.0%
ROYAL BOROUGH OF GREENWICH	£1,646,999	£1,779,397	92.6%
HACKNEY LONDON BOROUGH COUNCIL	£1,626,865	£2,082,870	78.1%
WESTMINSTER CITY COUNCIL	£1,542,654	£8,068,268	19.1%
CROYDON LONDON BOROUGH COUNCIL	£1,454,226	£4,096,001	35.5%
NEWHAM LONDON BOROUGH COUNCIL	£1,425,788	£3,711,931	38.4%
LAMBETH LONDON BOROUGH COUNCIL	£1,423,099	£2,068,172	68.8%
WANDSWORTH LONDON BOROUGH COUNCIL	£1,369,125	£1,713,987	79.9%
REDBRIDGE LONDON BOROUGH COUNCIL	£1,187,960	£2,249,150	52.8%
HOUNSLOW LONDON BOROUGH COUNCIL	£1,145,210	£2,408,556	47.5%
HARINGEY LONDON BOROUGH COUNCIL	£1,142,846	£1,764,288	64.8%
BRENT LONDON BOROUGH COUNCIL	£1,129,016	£3,057,794	36.9%
BEXLEY LONDON BOROUGH COUNCIL	£1,124,874	£2,187,847	51.4%
CAMDEN LONDON BOROUGH COUNCIL	£1,102,042	£1,204,849	91.5%
ROYAL BOROUGH OF KENSINGTON AND CHELSEA	£1,053,999	£1,295,644	81.3%
SOUTHWARK LONDON BOROUGH COUNCIL	£970,996	£1,471,434	66.0%
WALTHAM FOREST LONDON BOROUGH COUNCIL	£966,915	£3,144,417	30.8%
BARKING & DAGENHAM LONDON BOROUGH COUNCIL	£819,686	£1,704,084	48.1%
LONDON BOROUGH OF SUTTON (SCOLA)	£810,951	£2,519,598	32.2%
BROMLEY LONDON BOROUGH COUNCIL	£796,555	£1,532,673	52.0%
MERTON BOROUGH COUNCIL	£788,378	£1,380,496	57.1%
HILLINGDON LONDON BOROUGH COUNCIL	£728,296	£1,523,809	47.8%
ISLINGTON LONDON BOROUGH COUNCIL	£633,457	£1,007,434	62.9%
HAVERING LONDON BOROUGH COUNCIL	£599,088	£1,263,174	47.4%
EALING LONDON BOROUGH COUNCIL	£500,336	£590,858	84.7%
ROYAL BOROUGH OF KINGSTON UPON THAMES	£499,687	£1,481,433	33.7%
HARROW LONDON BOROUGH COUNCIL	£482,581	£670,922	71.9%
COMMON COUNCIL OF THE CITY OF LONDON	£428,043	£756,218	56.6%
ENFIELD LONDON BOROUGH COUNCIL	£397,839	£643,817	61.8%
RICHMOND UPON THAMES BOROUGH COUNCIL	£225,355	£500,222	45.1%
Totals	£32,186,049	£63,852,055	50.4%
LONDON LEARNING CONSORTIUM COMMUNITY INTEREST COMPANY	£301,104	£2,759,871	10.9%
RICHMOND ADULT COMMUNITY COLLEGE (RACC)	£240,132	£2,746,379	8.7%
BARNET & SOUTHGATE COLLEGE	£500,662	£15,328,425	3.3%
MORLEY COLLEGE LIMITED	£1,092,113	£5,675,981	19.2%
MARY WARD SETTLEMENT	£543,481	£2,213,128	24.6%
THE CITY LITERARY INSTITUTE	£2,053,122	£7,417,098	27.7%
WORKING MEN'S COLLEGE CORPORATION	£230,540	£4,119,022	5.6%
	£3,919,256	£19,425,229	20.2%

Details of modelling of borough community learning allocations

The modelling undertaken, available separately, consisted of three initial sets of parameters:

1. **A straight allocation on adult population of London only⁴.** *At extremes, this would mean changes in allocations for 3 boroughs (Barking and Dagenham, Ealing, Enfield) of 100%+ and a reduction for 8 boroughs (City of London, Greenwich, Hackney, Hammersmith and Fulham, Kensington and Chelsea, Lewisham, Tower Hamlets and Westminster) of 30%+.*
2. **Allocations based solely on lower super output areas which fall into the lowest three deciles of IMD ranking.** *Again, at extremes, this would mean changes in allocations of 100%+ for 3 boroughs (Ealing, Enfield and Islington) and reductions of 30%+ for 13 boroughs (Bexley, City of London, Greenwich, Hammersmith and Fulham, Harrow, Hounslow, Kensington and Chelsea, Kingston-upon-Thames, Merton, Redbridge, Richmond-upon-Thames, Sutton and Wandsworth).*
3. **Allocations weighted towards the lower super output areas in the bottom three deciles of the IMD, but with a proportion of funding relating to the more prosperous LSOAs⁵.** *This is on the basis that within all LSOAs, there will be some priority beneficiaries. This would mean a change of 100%+ for 3 boroughs (Barnet, Ealing, Enfield) and reductions of reductions of 30%+ in 7 boroughs (Bexley, City of London, Greenwich, Hammersmith and Fulham, Kensington and Chelsea, Wandsworth and Westminster).*

To demonstrate the effect of changing allocations, but retaining a proportion of current funding to ensure service continuity across London, we modelled three further allocations:

4. **Retention of 50% of each borough's current community learning funds, with 25% modelled on the number of people aged 50+ and a weighting for the number of LSOAs in the bottom three deciles.** *This would mean changes for one borough (Enfield) of 100%+ and reductions in one borough (City of London) of 30%+.*
5. **A 'flat rate' grant of 50% of the total community learning funding pot to be divided equally between all boroughs, with 25% allocated in accordance with the number of LSOAs in the bottom 3 deciles of IMD, and 25% based on the population aged 50+.** *This gives 3 boroughs (Barnet, Ealing and Enfield) increases of 100%+ and 6 boroughs (Greenwich, Hammersmith and Fulham, Lewisham, Tower Hamlets, Wandsworth and Westminster) reductions of 30%+.*

⁴ Derived from the 2011 Census data

⁵ Here we used a weighting of 5 for the most deprived decile, 3 for the second and third decile and 1 for the number of LSOAs in the 4th or higher decile.

6. **As (5) but with a 25% flat rate grant, and the remaining two categories modelled on 37.5% each.** *This again benefits 3 boroughs (Barnet, Enfield, Ealing) to the tune of 100%+ and 7 boroughs (City of London, Greenwich, Hammersmith and Fulham, Lewisham, Tower Hamlets, Wandsworth and Westminster) reductions of 30%+*

The detailed results of this modelling are available separately.

Recommendations from the report 'Adult Community Learning in the context of London's vision for skills'

Our recommendations are:

- 1 **That the GLA adopts the definition of community learning set out in this paper, together with the allocation of a 'block grant' to boroughs and current community learning providers, who will plan and deliver provision.** The block grant will enable rapid 'integrated' action to tackle social and economic inequalities, help communities with complex and multiple support needs in learning, and directly contribute to the aims set out in *Skills for Londoners*. As an important part of the wider FE sector we expect that, in addition, Boroughs would continue to access the wider Adult Skills Budget alongside colleges, voluntary organisations, and the private sector.

- 2 **That the GLA adopts a model of business planning** rather than artificially adjust allocations at this stage. We believe that a model of business planning will produce results more quickly, it will provide continuity, and will focus providers on supporting priority groups. It will avoid the major disruption to community learning likely in the event of systemic redistribution of funding allocations.

- 3 **That the GLA supports providers in developing pan-London arrangements to measure the value of community learning using social metrics,** taking account of national developments. These should enable providers to benchmark both regionally and nationally and to exchange good practice. It will also provide clear evidence about the types of programmes and delivery styles which promote significant improvements in health and wellbeing, confidence, empowerment and which foster positive social relationships.

- 4 **That pan-London arrangements are put in place by the GLA to track actual individual progression from community learning activities to higher levels of education and training, and/or employment as a key measure of the success of all adult learning provision.** This to include working with HMRC to agree an MoU to cover data sharing. The government should share this data with the GLA as soon as possible.

- 5 **That the GLA liaises with Ofsted and the Education and Training Foundation (ETF).** A specific focus within the Ofsted framework commenting on the quality of community learning outcomes would provide a valuable additional evidence base to the other methods and approaches proposed in this paper. The ETF is the leading organisation driving continuous professional development for the post-16 sector and should be a key partner in supporting London's providers in curriculum innovation, quality improvement and the leadership of change.

Leaders' Committee

Fire Safety Group – Membership and Terms of Reference

Report by:	Derek Gadd	Job title:	Head of Governance
Date:	20 March 2018		
Contact Officer:	Derek Gadd		
Telephone:	020 7934 9505	Email:	Derek.gadd@londoncouncils.gov.uk

Summary	<p>The February meeting of Leaders' Committee received a report dealing with continuing work for boroughs in addressing fire safety challenges. It agreed to set up a cross-party members group to steer the work.</p> <p>The membership of the Fire Safety Group is to be agreed at the meeting itself.</p>
Recommendations	<p>Leaders' Committee is recommended to agree the Terms of Reference of the Fire Safety Group attached as an appendix</p>

Fire Safety Group

1. The February meeting of Leaders' Committee received a report dealing with continuing work for boroughs in addressing fire safety challenges. It agreed to set up a cross-party members group to steer the work.
2. The proposed Terms of Reference of the group are attached as an appendix.
3. The membership of the Fire Safety Group is to be agreed at the meeting itself.

Recommendation:

Leaders' Committee is recommended to agree the Terms of Reference of the Fire Safety Group attached as an appendix.

Financial Implications for London Councils

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

Legal Implications for London Councils

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

Equalities Implications for London Councils

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

Appendix: Terms of Reference of the Fire Safety Group

6. Fire Safety Members' Group

- 6.1** The Fire Safety Members' group is a sub-Committee of Leaders' Committee, formed to consider the emerging pan-London response to developing fire safety issues, reporting back to Leaders' Committee.

6.2 Quorum

The quorum shall be one third of the membership.

6.3 Membership

TBD

6.4 Terms of Reference

- 6.4.1.1** provide a dedicated Leader level forum for discussion of fire safety issues and to offer advice on any pan-London response to Leaders' working together through London Councils decision making machinery including Executive and Leaders' Committee on associated policy and practical issues arising. The Members' Group will also receive reports from the work of the London Housing Directors' Fire Safety Sub Group. These reports would include but not be limited to:
- 6.4.1.2** Taking an overview of considerations on management and remediation where fire safety issues are found in borough stock and sharing information and learning.
- 6.4.1.3** Taking an overview of developing practice of managing fire safety issues in privately owned stock, including considering where changes to current guidance could make it easier for boroughs to ensure the safety of residents. Considering any appropriate pan-London responses to fire safety aspects of upcoming reports (including but not limited to the Hackitt review and aspects of the Grenfell Inquiry).
- 6.4.1.4** The Members' Group will report back to Executive and Leaders' Committee, having no delegated authority of its own.

Leaders' Committee

Electric Vehicle Charging Infrastructure for London

Item no: 8

Report by: Katharina Winbeck **Job title:** Head of Transport, Environment and Infrastructure
Date: 20 March 2018
Contact Officer: Katharina Winbeck
Telephone: 020 7934 9945 **Email:** Katharina.Winbeck@londoncouncils.gov.uk

Summary: This report describes progress with the roll out of electric vehicle charge points across London and seeks support to increase the rate of provision of rapid charge facilities on borough roads.

Recommendations: Members of the Committee:
a) note and discuss the issues raised in this paper; and
b) agree to increase efforts to identify potential suitable locations on borough roads for more rapid charge points.

Electric Vehicle Charging Infrastructure for London

Introduction

1. Poor air quality in London is contributing to approximately 9,500 premature deaths each year and causes significant health effects to London's population¹. This air pollution is predominantly caused by ground based transport in London and consists of nitrogen dioxide (NO₂) and Particulate Matter (both PM₁₀ and PM_{2.5}).
2. Boroughs and TfL are addressing poor air quality from transport in many ways. For example, boroughs are installing green infrastructure at locations vulnerable to air pollution, introducing variable parking charges based on the vehicle's emission, encouraging their residents to walk, cycle, take public transport or car share as well as installing electric vehicle charge points to accommodate and encourage take up of electric vehicles. Key TfL initiatives include developing an Ultra Low Emission Zone (ULEZ) and a new requirement from 1 January 2018, for all new black cabs to be battery-powered electric models.
3. The Go Ultra Low City Scheme (GULCS), which is a programme led by the Office for Low Emission Vehicles within the Department for Transport, provides funding to local authorities in the UK to encourage people to consider switching to an electric car. London's Go Ultra Low City Scheme (GULCS) bid was awarded £13m in capital funding to drive the uptake of ultra-low emission vehicles in the period 2015/16 - 2019/20. The London GULCS bid was jointly prepared by TfL, GLA and London Councils in October 2015 and has led to the development of proposals for thousands of additional charge points and innovative proposals to encourage take-up of ultra-low emission vehicles across the Capital.
4. London Councils' Transport and Environment Committee (TEC) has been overseeing the implementation of the London Go Ultra Low City Scheme (GULCS) since 2016, as discussed in an update report to Leaders in February 2016.
5. Part of the London GULCS project is the implementation of rapid charge points at key locations across London, which will be essential to support the growth and take-up of electric vehicles, particularly for a new electric London taxi fleet. TfL has a target of 150 by the end of 2018 and 300 by 2020. At the point of writing, 85 have been installed using public funding on London's roads.
6. In April 2017, the Mayor and Cllr Julian Bell (as chair of TEC and the London GULCS steering group) wrote a joint letter to all borough Leaders explaining the importance of the

¹ https://www.london.gov.uk/sites/default/files/HIAinLondon_KingsReport_14072015_final_0.pdf

rapid charge point element of the GULCS programme and encouraging boroughs to help identify sites for implementation.

7. The Mayor has recently raised concerns about the slow rate of identification of sites on borough roads for rapid charge points and is proposing to seek new legislative powers to bypass boroughs in the implementation process.

Automated and Electric Vehicles Bill

8. The Automated and Electric Vehicles Bill is currently going through Parliament, having reached the House of Lords at the point of writing this report. Part 1 of the Bill deals with the liability of insurers with regards to automated vehicles and Part 2 deals with charging points (access, connection, provision of public charge points at large fuel retailers, information requirements for users, data transmission relating to charge points and smart charge points).
9. The GLA is pursuing a number of amendments to this bill, seeking more power for TfL over the installation of electric vehicles charging infrastructure and parking bay designations across London, using Permitted Development Rights (PDR) on borough roads as well as TfL's own highway network. The reason for this is that the GLA and TfL feel that progress on borough roads with regards to installing rapid charging infrastructure has been slow and that the planning process is one of the barriers.
10. The proposed amendments would allow TfL to bypass borough consultation and planning processes in the installation of charge points and give them powers to create and re-designate parking bays on borough roads. Such powers are unprecedented and are deemed unacceptable and unnecessary by London Councils – a view clearly established by TEC lead members.
11. A locally-led approach is essential to weigh up the competing multiple demands for limited street space, including space for parking, waiting and loading. It is important to work collaboratively, through the local authority, with the local community and other stakeholders to ensure the best solution for a particular location is found.
12. London Councils is therefore actively lobbying against the GLA's proposed amendments and has recommended to the Mayor that a collaborative approach through the GULCS project and steering group is the better way forward.

Electric Vehicle Market in London

13. Currently, the overall market share of plug-in electric vehicles (hybrid and full electric) in London is 0.47 per cent. Purchasing electric vehicles has increased year on year since 2012, as shown in Table 1 below. Research undertaken on behalf of TfL suggests that this figure could rise to 40,000 plug-in vehicles in London by 2020, which includes the target of 9,000 Zero Emission Capable (ZEC) taxis for London².

Table 1 – Number of Plug-in vehicles in London

	2012	2013	2014	2015	2016	2017
Number of Plug-in vehicles	961	1,252	2,240	4,408	7,247	11,977
Percentage increase		30	79	97	64	65

14. Research from 2014³ suggest that London residents want to be able to charge their current or future electric cars as close to their final destination as possible. This includes destination charge points (located near high streets and shopping centres) as well as residential on street charge points for overnight charging. These tend to be a mixture of fast chargers (7 or 22 kWh) and slow chargers (3 kWh).
15. Research with business and trade organisations, particularly the Taxi and Private Hire Vehicle (PHV) operators, suggests the need for more rapid chargers (50 kWh plus) in strategic locations to enable businesses to access top up facilities during operational hours. These will usually fully charge vehicles in 20 minutes or less.

London Go Ultra Low City Scheme (GULCS)

16. London therefore requires a mix of different charging infrastructure, which is supported through the GULCS project. The GULCS project has four work streams;
- Provide electric vehicle charging infrastructure in residential areas;
 - Infrastructure to support car clubs;
 - Funding to help further develop the planned rapid charging network in London;
 - Funding to help deliver “Neighbourhoods of the Future” that would provide the opportunity to test the effectiveness of innovative local measures.

² <http://content.tfl.gov.uk/electric-vehicle-charging-infrastructure-location-guidance-for-london.pdf>

³ <http://content.tfl.gov.uk/understanding--electric-vehicles-research-findings.pdf>

17. As a partnership of GLA, TfL and London Councils, the GULCS project is supported by a governance framework that includes a borough officer Working Group, officer Programme Board and political Steering Group. Cllr Julian Bell is chairing the Steering Group and both Labour and Conservative vice chairs of TEC are also members, along with senior officers from all three organisations. The GULCS Steering Group is overseeing the strategic direction as well as implementation of the four strands listed above.
18. The GULCS Steering Group has met since its inception for at least three times per year, more often when required, and regular updates have been provided to TEC through individual reports or updates in the TEC Chair's report.

Borough Charge Point Activity

19. Where residents rely on on-street parking, local authorities have focused on the provision of lower cost, slower charging facilities, giving the ability for residents to charge their cars overnight. Boroughs have led the rollout of innovative charging solutions, such as charging points installed within streetlamp columns, to minimise costs and maximise the number of points that can be provided.
20. From January to December 2017, boroughs have installed 556 (based on returns from 25 boroughs) electric vehicle charge points, including slow (266), fast (273) and rapid chargers (17). In the pipeline for the 2018/19 financial year are 2,438 charge points, mainly slow and fast, but also including at least 12 rapid chargers.

Conclusion

21. As this report describes, the London boroughs are committed to ambitious programmes of rolling out electric vehicle charging points in consultation with local residents and businesses. Boroughs want to continue to work positively with the Mayor and TfL to ensure that London achieves improved air quality and a world class electric vehicle infrastructure for the future. The proposed legislative changes by the GLA to allow TfL to bypass boroughs in the charge point implementation process is considered to be an unnecessary distraction from the task at hand.
22. London Councils GULCS project officers are currently collecting borough intelligence on how collaboration with TfL and GLA can be improved to help the delivery of the varied charging infrastructure that is required in London. This will help inform a discussion on the faster roll out of rapid charge points at the next GULCS Steering Group to ascertain what

further actions are required by all partners to meet the challenging targets London would like to achieve collectively.

Recommendations:

Members of the Committee:

- a) note and discuss the issues raised in this paper; and
- b) agree to increase efforts to identify potential suitable locations on borough roads for more rapid charge points.

Financial implications for London Councils

None

Legal implications for London Councils

None

Equalities implications for London Councils

None

Leaders' Committee

Summaries and Minutes

Item no: 9

Report by: Derek Gadd **Job title:** Head of Governance
Date: 20th March 2018
Contact Officer: Derek Gadd
Telephone: 020 7934 9505 **Email:** Derek.gadd@londoncouncils.gov.uk

Summary Summaries of the minutes of London Councils

Recommendations Leader's Committee is recommended to note the attached minutes:

- Pensions – 31 January 2018
- YPES – 22 February 2018
- TEC Executive Sub-Committee– 7 February 2018
- Executive – 27 February 2018

Pensions CIV Sectoral Joint Committee (PSJC)

31 January 2018

Minutes of a meeting of the Pensions CIV Sectoral Joint Committee held on Monday 31 January 2018, at 2:00pm in the Conference Suite, London Councils, 59½ Southwark Street, London SE1 0AL

Present:

City of London	Sir Mark Boleat (Chair)
Barking and Dagenham	-
Barnet	Cllr Mark Shooter
Bexley	Cllr Louie French
Brent	Cllr Sharfique Choudhary
Bromley	Cllr Keith Onslow
Camden	Cllr Rishi Madlani
Croydon	Cllr Simon Hall
Ealing	Cllr Yvonne Johnson
Enfield	Cllr Toby Simon
Greenwich	-
Hackney	Cllr Robert Chapman
Hammersmith and Fulham	Cllr Iain Cassidy
Haringey	Cllr John Bevan (Deputy)
Havering	-
Harrow	Cllr Nitin Parekh
Hillingdon	Cllr Philip Corthorne
Hounslow	Cllr Mukesh Malhotra
Islington	Cllr Richard Greening
Kensington and Chelsea	Cllr David Lindsay
Kingston Upon Thames	Cllr Andrew Day
Lambeth	-
Lewisham	Cllr Mark Ingleby
Merton	Cllr Philip Jones
Newham	Cllr Forhad Hussain
Redbridge	Cllr Elaine Norman
Richmond Upon Thames	-
Southwark	Cllr Fiona Colley
Sutton	-
Tower Hamlets	Cllr Clare Harrison
Waltham Forest	-
Wandsworth	Cllr Maurice Heaster
City of Westminster	-

Apologies:

Barking & Dagenham	Cllr Dominic Twomey
Greenwich	Cllr Don Austen
Haringey	Cllr Clare Bull
Havering	Cllr John Crowder
Lambeth	Cllr Iain Simpson

Officers of London Councils were in attendance as were Mark Boleat (Chair of PSJC), Lord Kerslake (Chair, London CIV), Mark Hyde-Harrison (CEO, London CIV), Kevin Cullen (Client Relations Director, London CIV), Larissa Benbow (Head of Fixed Income London CIV) and Robert Hall (Head of Equities, London CIV).

1. Announcement of Deputies

1.1. Apologies for absence and deputies were as listed above.

2. Declarations of Interest

2.1. There were no declarations of interest that were of relevance to this meeting.

3. Minutes of the Pensions CIV Sectoral Joint Committee held on 11 December 2017

3.1. The minutes of the PSJC meeting held on 11 December 2017 were agreed as an accurate record.

4. Medium Term Financial Strategy (“MTFS”)

4.1. Brian Lee, COO, gave a presentation on the Medium Term Financial Strategy (MTFS).

4.2. Brian Lee made the following comments and key points:

- *Areas of focus:* included key financial data for 2017/18, income and expenditure, fund launches and AUMs, annualised LLA cost savings, capital adequacy and systems and processes.
- Presentation focused on key financial and business highlights for 2018/2023 and the 2018/19 budget timetable. Cost budget forecast remained the same. Resourcing and operational infrastructure needed to continue to be invested in during 2018, including recruitment of staff (16 now, rising to 25), three core IT systems, appoint administrator for IT systems, administrator for non-ACS funds and implementing operational model.
- *Key financial highlights:* AUM - £7.2 billion by end of year. 31% of available London AUM this year and 42% in 2019. Development Funding Charge (DFC) for currently £75,000 and £65,000 for 2018/19 (expected to fall off earlier than expected – a good positive trend).
- *Income and expenses:* 25 staff members by 2018/19, which was pivotal to build-up capability. Legal and professional expenses included Governance review, Alpha FMC (IT) and the pension scheme. Also, there were increases in technology and operational costs.
- Eleven funds launched to date. £1 billion of assets for Q1 – ongoing.
- *Borough cost saving at end of September 2017:* A number of LLAs benefiting from cheaper fees and lower rates. Cost savings of £6 million per annum.

- *Capital adequacy requirement end of 2018:* FRS102 adjustment of £1,892k – a notional deficit relating to all pools, even though there was no actual deficit. **A recharge agreement needed to be put in place – this agreement needed to be signed by all the London boroughs.** There would be no additional costs to the shareholders. The recharge agreement would allow LCIV to reduce DFC in line with MTFS and prevent capital adequacy fluctuations.
- *Operational model and systems:* Exercise with Alpha FMC – Board agreed to operate three separate systems (IIO Tool, CRM Tool and Client Reporting Tool).
- Client Management to go live in Q1 2018 – key to the development to the organisation.
- LCIV needed to complete in 2018: (a) OJEU tender for investment and risk oversight, (b) OJEU tender for non-ACS administrator/depository, and (c) Complete FCA variation of permissions and structuring.
- *In summary:* Financial risk for 2018/19 not material. **PSJC approval needed for recharge agreement to avoid capital fluctuations. PSJC approval for the guarantee agreement in favour of City of London required.**
- Detailed paper-out of scope within existing MTFS in first year. Further update and issue will be addressed.

4.3. The following conversations took place:

- Lord Kerslake (Chair, LCIV) said that the out of scope was a good part and in line with borough views.
- The MTFS Development Funding Charge and the Development Funding Charge, at the bottom of the “Key Financial Table” on page 16 of the report were one of the same.
- Councillor Simon asked about additional resources for posts of Client Network and Stakeholder Engagement Executive. Mark Hyde-Harrison (CEO, LCIV) confirmed that there were two Client Network posts. The Stakeholder Engagement post would be responsible for the Governance arrangement for the CIV.
- Councillor Heaster asked about the 9 positions that currently needed recruiting to and when this would be completed. The COO confirmed that Tony Lambert was leading on the recruitment. 7 vacancies being advertised at present. The recruitment was expected to conclude by June to July 2018.
- Councillor Onslow asked whether the FRS102 adjustment from £751,000 to £1.897 million was a realistic amount. The COO said that the LCIV followed the actual funding rate by the City of London (FRS102) and confirmed that

there was no deficit at all. There was also no deficit on the final salary pension scheme.

- Councillor Onslow queried why the LCIV had a final salary pension scheme and suggested that this be closed to new staff entrants. Lord Kerslake said that the Board had looked into this issue. He said that recruitment was taking place with staff from the public and private sector. Final salary pensions were put in place originally, although there would be choices in the future, and the Board would take this issue back to the stakeholders.
- Councillor Johnson said that it would be hard to recruit staff from local authorities if a final salary pension was not incorporated into the package. Lord Kerslake said boroughs would need to be consulted on this issue. The Chair said that the final salary pension arrangement rolled over from local authorities. The COO confirmed that it was not possible to take away a final salary pension scheme away from a local authority member that was already in receipt of it. Also, if you closed the final salary pension scheme down altogether, staff from local authorities would not apply to join the CIV.
- Councillor Onslow felt that the principle of final salary pension schemes created liabilities for the CIV. Lord Kerslake said that there were choices regarding this matter, although they were not straightforward (eg it would be problematic to retain existing final pension salaries whilst denying them for new entrants).
- The Chair reminded the PSJC that the CIV would not be able to participate in pension funds until the pension guarantee was signed off by all shareholders. Professional advice had been sought from PwC, Deloitte and Eversheds, and this advice would be shared with stakeholders.

4.4. The Committee:

- Noted and approved the Annual Budget for 2018 and the MTFS for the period 2018/2013;
- Agreed to the pension guarantee in favour of the City of London Pension Fund. Borough treasurers were required to sign the guarantee and legal advice would be sent out with the pension guarantee form. The current exercise to formalise the pension arrangements did not represent a change to the agreed pension position in 2015; and
- Agreed the recharging agreement which would allow the LCIV to reduce the Development Funding Charge (DFC) in line with the MTFS and prevent capital adequacy fluctuations. The new recharging agreement was needed by the end of May 2018. This would have no cost implications to the boroughs

5. Fund Launch Status Report

5.1. Larissa Benbow (Head of Fixed Income, LCIV) introduced the report, which gave an update on the sub-fund openings. The following comments were made:

- Five new funds had been opened, pending the completion of legal and operational due diligence. RBC was operationally ready to open on 21 September.
- LCIV would require written soft commitments to the funds before the FCA could be asked to complete the launch of these funds.
- Significant Fee savings had been achieved.
- FCA had approved application for LCIV to manage Unauthorised Alternative Investment Funds. LCIV could now launch illiquid asset funds such as investments like Private Debt.

5.2. Councillor Simon asked how much “soft” commitments would be needed. Larissa Benbow said that this would be approximately £100 million. She said that the larger the funds the greater the fee savings.

5.3. The Committee:

- Noted the report and noted that written soft commitments to the funds would be required before the funds could be launched.

6. Fund Performance Report

6.1. Robert Hall (Head of Equity, London CIV) introduced the report that updated the PSJC on the performance of the funds.

6.2. Members asked for an update on the Newton Real Return Funds and the Newton Global Equity Fund, which were both formally placed on “Watch”. Robert Hall said that if a key member of staff stepped aside, the fund would be placed on Watch and monitored for a period of six months.

6.3. Robert Hall explained that Newton Global was placed on Watch because an FCA investigation found irregularities over its UK Equity Fund practices around small and mid-cap stocks.

6.4. The CEO said that this was a useful example of inefficiencies in the CIV – there was uncertainty over what would happen if a manager left a fund and clarity was needed on these issues and who would be responsible for taking decisions (eg a Governance problem).

6.5. Councillor Greening felt that this would be a good case for a pilot to take place (eg move Newton to another fund). Robert Hall said that there was £1billion in these funds. Larissa Benbow said that a change in manager was a genuine risk.

6.6. The Committee noted the report and the two funds that had been placed on “Watch”.

7. Client Engagement Report

7.1. Kevin Cullen (Client Relations Director, LCIV) introduced the report and made the following comments:

- A number of productive meetings had taken place with boroughs and an Infrastructure workshop meeting would be attended shortly
- Passives with LGIM (£5.7 billion) and Blackrock (£2 billion)- pipeline of £7 billion by the end of March.
- 18 boroughs in LGIM and 5 in Blackrock pursuing passives.
- Focus on recruitment - Client Relations Director and additional Client Relations Executive.

The meeting closed at 16:10pm

Notes

Young People's Education and Skills Board

Date	22 February 2018	Venue	London Councils
Meeting Chair	Gail Tolley		
Contact Officer	Hannah Barker		
Telephone	020 7934 9524	Email	hannah.barker@londoncouncils.gov.uk

Present

Gail Tolley	Association of London Directors of Children's Services
Tim Shields	Chief Executives London Committee
Michael Heanue	LEAP officer
Caroline Boswell	Greater London Authority (GLA) (for Joanne McCartney)
Mary Vine-Morris	Association of Colleges (AoC) London Region
Dr Caroline Allen OBE	AoC/NATSPEC
Yolande Burgess	London Councils
Denise Donovan	Department for Work and Pensions (for Derek Harvey)
Laraine Smith	AoC / Further education college representative

Officers

Peter O'Brien	London Councils Young People's Education and Skills Team
Hannah Barker	London Councils Principal Policy & Project Officer, Children's Services

Apologies

Cllr Peter John OBE	London Councils Executive member for Business, Skills and Brexit
Cllr David Simmonds	London Councils Shadow Executive member
Zeena Cala	Skills Funding Agency
Paul Wakeling	AoC / Sixth form colleges

1 Welcome, Introductions and apologies

- 1.1 The Chair invited attendees to introduce themselves and noted the apologies for absence.
- 1.2 The Chair welcomed Laraine Smith, who has joined the Board as a further education college representative from the Association of Colleges.

2 Declarations of interest

- 2.1 There were no declarations of interest.

3 Minutes of previous meeting and actions arising

- 3.1 Open actions from previous meetings were discussed and the following updates given:
 - 3.1.1 Yolande Burgess reported that discussions have already begun on the 2018 Higher Education Journey for Young Londoners, and the group will look at evaluating the impact of the maintenance grant in this version.
 - 3.1.2 Michael Heanue highlighted that the paper on Institutes of Technology in London is ready and will be circulated to the group imminently.
 - 3.1.3 Yolande Burgess said that the action regarding asks and offers for Dame Asha has been postponed due to the pace of recent changes, including the release of the government consultation on the implementation of T levels. This will be revisited once the government's position is clearer.
 - 3.1.4 Yolande Burgess picked up the action relating to a new foreword for London Ambitions under the London Ambitions update later in the meeting.

4 Annual Statement of Priorities

- 4.1 Gail Tolley thanked Peter O'Brien for a thorough and helpful piece of work. She suggested that it would be useful to streamline the paper to reduce its length and thereby encourage as wide a readership base as possible.
- 4.2 Peter O'Brien briefly talked through the structure of the report and invited comments from the Board.
- 4.3 Tim Shields suggested that the schools funding challenge, the wider funding challenges, and the impact of Brexit on labour market challenges, could have more prominence in the report.
- 4.4 Michael Heanue clarified that the point on page 10 regarding the devolution of the education and skills budget should just read 'the devolution of the skills budget'.
- 4.5 Caroline Boswell said that it would be useful to separate out the strategic asks and major calls for change from the more technical points.
- 4.6 It was agreed by the Board that the report should consist of a main section, with the priorities and aspirations clearly stated, and then appendices to provide more information on specific areas and include the graphs and diagrams for those with greater interest in the detail.
- 4.7 The Board was asked to submit any further comments by 8 March.

5 Action: Peter O'Brien to incorporate Board's suggestions regarding the Annual Statement of Priorities into the final version, including referencing the City for All Young Londoners Transforming children's and young people's mental health: a green paper

- 5.1 Hannah Barker talked through the key points raised in the London Councils response to the mental health green paper.
- 5.2 Gail Tolley suggested that London Councils should add a response to questions 14 and 15 in the consultation, regarding looked after children and children in need.
- 5.3 Caroline Allen highlighted that it is important that the mental health teams consist of appropriately qualified people, and that the reforms are implemented in a professional and appropriate manner. She also referenced concerns about CAMHS and its failure to respond to the current level of need and keep up to speed regarding training and

professional codes. She suggested the green paper was an opportunity to look again at this aspect of the system.

- 5.4 Tim Shields emphasised the importance of linking the response to funding challenges, especially in schools. He also referenced recruitment of Designated Leads for schools and talked about the need for a different approach in schools and colleges of different sizes. He asked about the link with virtual schools and how the proposals would help looked after children.
- 5.5 Caroline Boswell said that the green paper had also been discussed at the London Health Board, which has commissioned a questionnaire for schools on this. This will be shared with the boroughs soon. Caroline suggested that the Mayor's response might reference London Councils response.
- 5.6 Yolande Burgess spoke about the importance of distinguishing between mental health issues and wellbeing issues.
- 5.7 Mary Vine-Morris suggested that more reference could be made in the response to colleges. She agreed with the point about the lack of ambition in the proposals and the urgency of the issue.
- 5.8 Tim Shield also made a point about the need to consider transitions between school phases, which are often a difficult time for children and young people.

Action: Hannah Barker to incorporate Board's suggestions regarding London Councils mental health green paper response into the final version

6 Work plan monitoring

Raising the Participation Age:

- 6.1 Peter O'Brien talked to the latest report on NEET and Not Known figures, circulated with the papers for the Board. Neither the annual combined NEET and Not Known report nor the quarterly NEET report had been published since the last meeting, but Peter did not suspect that there would be major changes in London's overall position.
- 6.2 Gail Tolley highlighted that for many local authorities tracking young people might be an area looked at for cutbacks in the next budget reviewing process.

Policy update

- 6.3 Hannah Barker talked to the policy update paper , summarising relevant policy developments since the last meeting.

A City for All Young Londoners

- 6.4 Caroline Boswell said that the Mayor's vision for education would be published before purdah and would be out for consultation. Its key strands would be: best start; opportunities for all; and the voice of the young person.
- 6.5 Caroline also highlighted the new Young Londoners fund announced by the Mayor the previous week, with a focus on reducing knife crime.
- 6.6 Mary Vine-Morris suggested that it would be helpful for the Mayor's vision to reference the Young People's Education and Skills Board's Annual Statement of Priorities.

Action: Caroline Boswell to ensure that the City for All Young Londoners references the Young People's Education and Skills Board Annual Statement of Priorities

ESF update:

- 6.7 Peter O'Brien highlighted that London Councils has not been provided with any meaningful performance data showing the impact that the London ESF Youth Programme is having in each borough.
- 6.8 Peter said that, while actions to prevent NEET and to re-engage young people who are NEET through outreach have been working well, the later strands of the programme are not working so well. The careers clusters that the GLA are managing are also performing well.
- 6.9 Peter also talked through the support that had been provided by the Young People's Education and Skills team, including holding forums with providers and local authorities to look at what is working well and what could be improved.
- 6.10 Mary Vine-Morris said that the provision that is coming to an end will be a big issue, and Gail Tolley suggested having a longer discussion item about this at the next meeting.

Action: Item on performance and the future of the ESF Youth Programme to be put on the agenda for the next Board meeting

London Ambitions:

- 6.11 Yolande Burgess reported that the All Age Careers Task and Finish Group had a first meeting in the diary (16 March). This will look at how to build on the work that has been done around careers for young people to develop the all age strategy. This would be a good hook for a refresh of London Ambitions.
- 6.12 Yolande also mentioned an event being held on 9 March to showcase the work of the London Ambitions careers clusters.

Action: Information about Careers Clusters event to be circulated to Board

7 Any other business

- 7.1 Gail Tolley thanked Caroline Boswell on behalf of the Board for the insightful contributions she has made to discussions and the items she has brought to meetings during her time as a member of the Board. Caroline is now moving on from her role at the GLA, and Gail wished her all the best for the future on behalf of the Board.

Leaders' Committee

Report from the TEC Executive Sub Committee – 8 February 2018

Item no:

Report by: Alan Edwards **Job title:** Governance Manager
Date: 20 March 2018
Contact Officer: Alan Edwards
Telephone: 020 7934 9911 **Email:** Alan.e@londoncouncils.gov.uk

Summary: Summary of the minutes of the London Councils' TEC Executive Sub Committee held on 8 February 2018.

Recommendations: For information.

1. Attendance: Cllr Julian Bell (LB Ealing – Chair), Cllr Lynda Rice (LB Barking & Dagenham), Cllr Stuart King (LB Croydon), Cllr Daniel Anderson (LB Enfield), Cllr Feryal Demirci (LB Hackney), Cllr Claudia Webbe (LB Islington), Cllr Nick Greenwood (RB Kingston – Deputy), Cllr Jill Whitehead (LB Sutton) and Cllr Caroline Usher (LB Wandsworth).

2. Apologies for Absence

Apologies for absence had been received from Councillor Phil Doyle (RB Kingston) and Councillor Peter Buckwell (LB Richmond).

3. Transport & Mobility Performance Information

The TEC Executive Sub Committee received and noted a paper that provided members with details of the London Councils' Transport and Mobility Services performance information for Quarters 2 and 3 in 2017/18.

4. Draft Consultation Responses to Phase 3b of the Mayor's Air Quality Consultation

The TEC Executive Sub Committee considered a report that gave members details of the two proposals that the Mayor of London was currently consulting on, namely: (1) extending the Ultra Low Emission Zone (ULEZ) for central London up to the North and South Circular Roads for light vehicles from 25 October 2021, and (2) introducing a Euro VI requirement (matching the current ULEZ standard) London-wide for heavy vehicles from 26 October 2020, through changes to the current London-wide LEZ.

Katharina Winbeck, Head of Transport, Environment and Infrastructure, London Councils, introduced the report. She said that there were two separate proposals, as outlined in the report. An additional member event had been organised by London Councils on 22 February 2018, to discuss this draft consultation. Katharina Winbeck said that there was currently no complete consensus among the boroughs at the moment. She said that some boroughs were concerned about air quality outside of the Ultra Low Emission Zone (ULEZ). Data provided by TfL regarding this was insufficient.

The TEC Executive Sub Committee **(i)** noted and commented on the report; **(ii)** noted that London Councils had organised an additional member event to discuss this draft consultation response for 22 February 2018, where all TEC members had been invited; **(iii)** agreed to bring a table to the ULEZ engagement event for TEC on 22 February 2018, to show where the boroughs currently stood with regards to extending the ULEZ. The table would not be published; **(iv)** agreed that assurances would be

needed from TfL to ensure that polluting bus fleets would not be transferred from inner London to outer London; **(v)** noted that an indication of what the timetable for a London-wide ULEZ would be, and what this would entail was required; **(vi)** noted that more modelling was needed on the potential effects of extending the ULEZ up to the north and South Circulars, especially with regards to specific local issues in outer London boroughs near the boundary; and **(vii)** agreed that the TEC Chair and vice chairs would sign off the final response, taking comments made on 22 February 2018 into account, before submitting it by 28 February 2018.

5. Month 9 TEC Revenue Forecast 2017/18

The TEC Executive Sub Committee received a report that outlined actual income and expenditure against the approved budget to the end of December 2017 for TEC, and provided a forecast of the outturn position for 2017/18. At this stage, a surplus of £1.059 million was forecast over the budget figure, compared to £1.001 million at the half-year point. In addition, total expenditure in respect of Taxicard trips taken was forecasted to underspend by a net figure of £891,000, if current trip volumes continued for the remainder of the year.

The TEC Executive Sub Committee **(i)** noted the projected surplus of £1.059 million for the year, plus the forecasted net underspend of £891,000 for overall Taxicard trips, as detailed in the report; **(ii)** noted the projected level of Committee reserves, as detailed in paragraph 5 of the report and the commentary on the financial position of the Committee included in paragraphs 6-9; **(iii)** agreed that funds in the specific projects reserve would be ear-marked to spent on the Go Ultra Low City Scheme (GULCS); and **(iv)** noted that an update on the work on reviewing how the GULCS was centrally managed would be presented to TEC on 22 March 2018.

6. Minutes of the TEC Main Meeting held on 7 December 2017 (for noting)

The TEC Executive Sub Committee noted the minutes of the TEC Main meeting held on 7 December 2017.

7. Minutes of the TEC Executive Sub Committee held on 16 November 2017 (for agreeing)

The minutes of the TEC Executive Sub Committee held on 16 November 2017 were agreed

8. Any Other Business

The Chair informed Committee that an agreement had now been secured with TfL to ensure that Taxicard funding for 2018/19 would not be reduced. He said that TfL had also made a commitment that further efficiencies would be made in the TfL budget to mitigate the cuts to borough LIP funding. The final TfL budget would be released next week. The Chair said that he would be writing a letter to Val Shawcross today to keep pressing the LIP funding case on behalf of the boroughs.

Councillor Anderson asked what boroughs had already had a meeting with Val Shawcross regarding LIP funding. Katharina Winbeck said that she had a list of the boroughs that had already received a visit from Val Shawcross. She confirmed that she would be writing to all the boroughs that had not yet had a meeting with Val Shawcross to discuss LIP funding.

The meeting finished at 10:43 am.

Minutes of the Meeting of the Executive

Tuesday 27 February 2018 9:30 am

Cllr Claire Kober OBE was in the chair

Present

Member	Position
Cllr Claire Kober OBE	
Ms Catherine McGuinness	Vice chair
Cllr Ray Puddifoot MBE	
Cllr Julian Bell	
Mayor Sir Steve Bullock	
Cllr Kevin Davis	
Cllr Clyde Loakes	Substituting for Cllr Lib Peck
Cllr Ravi Govindia CBE	Substituting for Cllr Teresa O'Neill OBE

London Councils officers and Mr Theo Blackwell, the Mayor of London's Chief Digital Officer were in attendance.

1. Apologies for absence and announcement of deputies

Apologies were received from, Cllr Peter John OBE, Cllr Teresa O'Neill OBE, Cllr Ruth Dombey OBE, Cllr Lib Peck and Cllr Darren Rodwell. The deputies listed above were announced.

2. Declaration of interest

Ms Catherine McGuinness declared a pecuniary interest in the exempt item E1 *Southwark Street Site – Review of Lease* and announced her intention to leave the meeting when that item was reached.

3. Minutes of the Executive Meeting held on 16 January 2018

The minutes of the Executive meeting held on 16 January 2018 were agreed.

The Chair pointed out that although this would be the last formal meeting of the Executive before the council elections in May, an informal session was being hosted by the City on 27 March and urged members to inform the City if they would be attending if they had not already done so.

4. Better outcomes for citizens: a London Office for Technology and Innovation

The Director of Finance, Performance & Procurement introduced the item saying that London Councils had been working with the GLA and twenty or more boroughs on a new London Office for Technology Innovation (LOTI) and this report provided an update prior to a finalised proposal being brought to Leaders' Committee in June. He then asked Mr Theo Blackwell, the Mayor of London's Chief Digital Officer to address the Executive.

Mr Theo Blackwell:

- The London Office of Technology and Innovation (LOTI) was set up to promote greater collaboration in the development of digital standards, infrastructure and solutions amongst London's public services
- The GLA and London Councils jointly commissioned a scoping study by Arup, Futuregov and Stance
- Making London the 'smartest' city in the world was an ambition of the Mayor
- A model may be Scotland's digital office that already had 30 of 32 local authorities involved
- GDPR and Cybersecurity were issues better tackled together than individually
- Leadership and capability was important in digital matters, not just at a senior level but amongst middle managers and service directorates
- Work was being done with the Government Digital Service
- The scoping exercise was based on four main areas of work
 - The first area was operational: developing potential ways of working including structure, steering group, and MOU outlining roles, responsibilities and expected investment (funding and in-kind, e.g. officer time) between London

Councils, individual boroughs and the GLA and to agree a future work programme leading to a further offer

- The second area of work was adoption and promotion of Pipeline, a product developed by the LocalGovDigital Makers community and currently in Beta where users can cite and comment on products they are using (e.g. prototype Using Amazon Alexa skill for waste collection and recycling). The LOTI proposal was to run this product for the benefit of practitioners nationwide
- The third area of work was to promote peer-to-peer networks, including taking on the running of the “Unconference” initiated by the GLA for this year, as well as monthly “teacamps”
- The fourth area of work was to assist the GLA Connectivity team with the adoption of standardised leases across London to improve connectivity.

Finally there was a proposal for ongoing work to share best practice on GDPR compliance and cyber-security standards, liaising with London and national bodies in partnership with the CDO. The involvement of the Police, Ambulance Service, TfL and other London bodies would make the sum greater than the individual parts.

Cllr Ray Puddifoot agreed that the logic of the proposals could not be faulted but asked if a basic cost-benefit analysis could be done if boroughs were going to be expected to contribute funds. Mr Blackwell replied that this would feature as part of the more developed proposals that came through to members. The Scottish Digital Office was run for £350,000 but as important as cash was the offer of officer time required.

The Executive agreed to note:

- The report and that
- A fuller report and proposals would be presented to Leaders' Committee in June.

5. Fair Funding Review – update

The Strategic Lead: Finance, Performance & Procurement introduced the report:

This was likely to be the first of a number of regular updates to Leaders' Committee and the Executive in the next 18 months, as the Review progressed.

The Government had now confirmed it would implement 75% business rate retention to the sector but from April 2020. The Review would set the funding baselines for the start of the new system.

The principles were broad and generally agreed across the sector that the new needs assessment should be: simpler, more transparent, contemporary, sustainable (as far as it was practicable to be able to predict future demand), robust and stable.

The Government's planned work programme fell into three categories:

- The assessment of relative need (on which it was currently consulting)
- How to account for relative resources that were raised locally
- How to transition to the new funding baselines.

The timeline set out that:

- Further technical papers on resources and transition would be published between now and the summer
- The structure of the needs and resources assessments would be finalised by spring 2019
- Detailed research into the costs drivers of Children's services and the updated Indices of Deprivation would be ready by the summer of 2019
- The provisional figures would be published in autumn 2019 in the provisional finance settlement (likely December).

As this won't leave much time between that time and implementation in April 2020 it was highly likely that any large changes would be heavily damped in first year

The report set out the main themes from the detailed technical consultation on relative need – which proposed an overarching simplified foundation formula with the main drivers of need being: population, deprivation, rurality, adjusted for area costs.

This would be supplemented by service-specific formulae for the most complex service areas – adults, children's, waste, transport, fire & rescue.

The report went on to outline the broad priorities that would underpin London Councils' response focussing on the key drivers of costs in London:

- Deprivation – highlighting concerns about using income measures which may fail to reflect housing costs in London
- Area Cost Adjustment – important to reflect London's unique property and labour markets and
- The need to reflect population growth through population projections - with the caveat that projections should be robust and accurate.

The response would also set out further concerns regarding the evidence base for rurality as a main cost driver, and the potential for it to be double or triple counted if also included within any deprivation measures or the Area Cost Adjustment (ACA). It would also call for other factors to be included that drove additional costs in urban areas related to population density - day time and night time population and congestion. Importantly it would call for housing/homelessness to have its own specific formula – perhaps the biggest omission from the consultation. And finally it would call for specific recognition of smaller but nonetheless significant areas of spend that have a disproportionate impact in London - such as the impact of No Recourse to Public Funds (NRPF) and Unaccompanied Asylum-Seeking Children (UASC).

Following the submission of the consultation response, the next steps were to continue to develop broader lobbying lines which would include further dialogue with Chief Executives and Treasurers in the Spring and would culminate in a report to Leaders' Committee in June, before aiming to agree a concerted London position with the Mayor in July.

The Chair pointed out that:

- The issue should be placed in the wider context of the difficulties that Northamptonshire County Council had faced as well as Surrey and other counties
- Lobbying was going to be important in the context of various positions and models being advanced from within the sector some of which were rather partial in terms of their coverage of the issues
- An approach needed to be developed that worked at a technical and tactical level, without London appearing to be self-serving.
- Cllr. Govindia agreed with this point and said it would be important to understand the source and nature of pressure that would be applied to ministers on this issue.

The Executive agreed to note:

- The progress of the Fair Funding Review
- The direction of travel of London Councils' response to the technical consultation on relative need and
- The planned future work programme.

6. Draft London Plan consultation

The Corporate Director, Policy and Public Affairs introduced the item saying:

- The deadline for the submission of London Councils response was Friday 2 March so this meeting represented the last opportunity for members to advise on the final shape of the response.
- The draft response had been shared with relevant portfolio-holders and the vast majority of comments made had been included in the response
- The Examination in Public (EiP) in the Autumn would provide another opportunity to forward views.

Cllr Puddifoot argued that on issues such as Housing and Parking there should be a blunt response making clear that the approach to those issues was over-ambitious.

Building at twice the rate we currently do may be possible, but three times was over-ambitious.

Cllr Govindia expressed his reservations about the Draft Plan emphasis on housing numbers and their deliverability and argued for greater flexibility on space standards to help achieve the stated aim of housing Londoners.

The Chair agreed that with some boroughs the housing targets could look so ambitious as to appear unachievable while with other boroughs they were less of an issue. We needed to reflect the broader contexts however, of the need to build at a level not reached since the war and the need to avoid perceptions of reluctance on our part being seen as the boroughs being 'in denial' over the housing crisis. She went on to say that targets that focused on numbers may miss the question of the importance of housing type.

Mayor Sir Steve Bullock commented:

- It was widely accepted that we need to build 67,000 homes a year but have never reached half that figure
- The London that will develop over the next 10 or 20 years will be radically different to the London of today.

In response to a question from Cllr Govindia about permitted development rights for rapid charging points, Cllr Julian Bell confirmed that there had been a robust discussion with the Mayor at the Congress on the issue of the GLA seeking powers for TfL to circumvent existing planning laws in order to promote their installation. Regrettably, London Councils would object to any such amendment being advanced to the Automated and Electric Vehicle Bill currently going through Parliament. He pointed out that there was already a forum through which that aim could be secured – The Ultra-Low Emissions Steering Group.

The Executive agreed:

- To note the report and
- London Councils' consultation response to the Draft London Plan 2017

attached as an appendix to the report.

7. Month 9 Revenue Forecast 2017/18

The Director of Corporate Resources introduced the report saying it:

- Summarised actual income and expenditure recorded in the accounts as at 31 December 2017 (Month 9)
- Provided a projected outturn figure for the year and highlighted any significant forecast variances against the approved budget
- A separate forecast was provided for each of London Councils three funding streams
- Also provided with an update on London Councils' reserves.

Cllr Puddifoot asked whether it was correct to not include accrued M9 income and expenditure in the actuals to date column in tables in the report? The Director of Corporate Resources concurred and, on reflection, agreed that they should be included in this and all future reports. He went on to give some account of the forecast underspend of £2.972 million projected for 2017/18, across the three funding streams – Leaders' Committee (expenditure on employment was being controlled by the policy on vacant posts), TEC (a surplus on Trading Standards) and Grants (the final ESF programme). Uncommitted reserves were currently projected to be just over £6.2 million by the end of the current financial year and Cllr Puddifoot commended it as a good report.

The Executive agreed to note the overall forecast surplus as at 31 December 2017 (Month 9) of £2.972 million and note the position on reserves as detailed in the report.

8. Debtors Update Report

The Director of Corporate Resources also introduced this report saying it detailed the level of outstanding debt owed to London Councils from all sources as at 31 December 2017 as well as the reduction in the level of outstanding debt due from boroughs, TfL and the GLA in the period to 31 July 2017. In response to questions from members of

the Executive, he reassured members that shortfalls on payments for parking services were normally accounted for by short-term issues in boroughs – for example, changes in personnel rather than any serious attempt to avoid payment.

The Executive agreed to note:

- The level of outstanding debt of £27,906 (at the time of publishing the report) in relation to borough, TfL and GLA invoices raised up until 31 July 2017, a reduction on the outstanding figure of £3.237 million reported to the Executive at its meeting on 12 September 2017
- The level of outstanding debt of £1.383 million in respect of borough, TfL and GLA invoices raised in the period 1 August to 31 December 2017
- The level of outstanding debt of £36,793 in relation to other debtors invoices raised up until 31 December 2017 and
- The specific action being taken in respect of significant debtors, as detailed in the report.

The Chair moved the exclusion of the press and public since the next item was exempt from the Access to Information Regulations, Local Government Act 1972 Schedule 12(a) as amended, as it contained material covered by section 3 *Information relating to the financial or business affairs of any particular person (including the authority holding that information)*.

Ms Catherine McGuinness declared a pecuniary interest and left the meeting.

The meeting ended at 10:30am.

Action points

	Item	Action	Progress
4.	Better outcomes for citizens: a London Office for Technology and Innovation	CG	This is on the 6 th June 2018 agenda
	<ul style="list-style-type: none"> A fuller report and proposals to be presented to Leaders' Committee in June. 		
7.	Month 9 Revenue Forecast 2017/18	Corporate Resources	To be reflected in the forecast report to be reported to the Executive in September 2018 (M3 2018/19).
	<ul style="list-style-type: none"> Include accrued M9 income and expenditure in the actuals to date column in tables in this and future reports 		