

Executive

26 February 2019: 9.30 am

London Councils offices are wheelchair accessible

Location: Basinghall Suite, Guildhall

Contact Officer: David Dent

Telephone: 020 7934 9753 **Email:** David.dent@londoncouncils.gov.uk

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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

Minutes of the Meeting of the Executive

Tuesday 15 January 2019 9:30 am

Cllr Peter John OBE was in the chair

Present

Member	Position
Cllr Peter John OBE	Chair
Cllr Lib Peck	Deputy Chair
Cllr Teresa O'Neill OBE	Vice chair
Cllr Ruth Dombey OBE	Vice chair
Ms Catherine McGuinness	Vice chair
Cllr Ray Puddifoot MBE	
Cllr Julian Bell	
Cllr Clare Coghill	
Cllr Georgia Gould	
Cllr Darren Rodwell	
Cllr Muhammed Butt	
Cllr Ravi Govindia	Substituting for Cllr Nickie Aiken

London Councils officers and Ms Laura Citron, Chief Executive Officer of London and Partners were in attendance.

1. Apologies for absence and announcement of deputies

Apologies were received from Cllr Nickie Aiken for whom Cllr Ravi Govindia was deputising.

2. Declaration of interest

Ms Catherine McGuinness declared a non-pecuniary interest in the item 4 *London and Partners* as a member of its board.

3. Minutes of the Executive Meeting held on 13 November 2018

The minutes of the Executive meeting held on always 13 November 2018 were agreed.

4. London & Partners

The Chair asked Ms Catherine McGuinness to introduce Ms Laura Citron, Chief Executive Officer of London and Partners. Ms McGuinness did as follows:

- London and Partners was the Mayor of London's promotional agency
- It was a public/private partnership
- Its aim was to promote and sell London, attracting and retaining as much business as possible

Ms McGuinness then invited Ms Citron to address the Executive. She did as follows:

- The purpose of London and Partners was to promote London internationally as a city in which to invest, work, study and visit
- It is a not-for profit public private partnership founded in 2011 with half its funds coming from the Mayor of London and the remainder from commercial ventures and European and national funds
- Her aim in addressing London Councils Executive was to seek ways of working with boroughs both more and better
- London and Partners main areas of work were:
 - Trade and growth
 - Inward investment
 - Major events
 - Business tourism
 - Higher education and talent and
 - Leisure tourism
- It only measured its success through value it generated additional to whatever would have accrued without it
- On that measure it had added £1.5bn to London's economy
- It was nine months into a three-year strategy (2018 – 2021) that would focus on:

- *Where?* Core markets: North America, India, China, France and Germany
 - *What?* The sectors where London was strongest and would benefit the most
 - Financial and business services and tech
 - Innovation and life sciences
 - Creative
 - Urban and
 - Tourism
 - *When?* Reaching people earlier in their decision-making
 - *Who?* Younger first-time visitors who would bring lifetime value and businesses who would generate good growth for London
 - *How?* Working in partnership
 - *Keep?* retain businesses and talent affected by Brexit.
- Working with boroughs
 - A relationship manager was assigned to each borough
 - Representing London on world stage at events like MIPIM
 - The Mayor's International Business Programme worked with businesses of a certain size but were growing rapidly
 - Tourism hubs had been developed with boroughs (for example Greenwich)
 - Responding to Brexit
 - The business.London website was established in 2018 targeting businesses and skilled individuals in key sectors
 - Much investment in London used to come by default but now more decision-making was involved
 - The biggest danger from Brexit did not come from changes to regulations but in its impact on talent – for example, on issues such as visas. London and Partners had launched a talent tool-kit, as a resource
 - A network of friends of London around the world was being developed that could resonate best with a global audience.

The Chair opened up the discussion to the Executive and the following points were made by Ms Citron in response to questions:

- International tourism continues to grow. However, domestic tourism is down, in particular day-trippers and two-hour visitors. The reason for this is not clear but it has had an effect, for example on TfL revenues and on cultural venues
- Surveys show London benefits enormously from its diversity in its attractiveness to visitors from around the world
- London and Partners could play an important role in ensuring a coherent presentation of London at events such as MIPIM
- London is restricted to EXCEL as a large convention centre (Crossrail will make a big difference to EXCEL's accessibility). It does have the QEII centre and many smaller venues but it cannot compete with other world cities in numbers of large convention centres
- London's reputation as a safe city can be tracked by analyzing social media and there does not appear to have been any serious fall-out from last year's terrorist attacks. London's safety was best promoted by the sorts of images that the city sees on a daily basis
- London and Partners has a relationship with the London Chamber of Commerce but not local chambers
- London and Partners is probably not the best partner to work with on direct recruitment of, for example social workers. Other agencies have greater experience in that area
- London and Partners does not take policy positions on issues such as infrastructure projects while welcoming their effect on London's standing.

The Chair thanked Ms Citron for her presentation and looked forward to close working between London Councils, boroughs and London and Partners.

5. Exiting the EU – update on local engagement

The Chief Executive introduced the report saying that work fell into three main categories:

- **Resilience Contingency Planning** Local authority input into contingency planning was being co-ordinated through the Local Authorities' Panel (LAP), chaired by John Barradell, Chief Executive of the City of London. This initiative was operating under the auspices of the statutory London Resilience Forum and working through the Forum's Brexit Contingency Planning Group.
- **London Councils work:**
 - Lobbying on particular policy issues, e.g. the proposition for a £30,000 salary threshold for EEA skilled workers proposition
 - Capturing borough issues of concern, e.g. settled status application payments
 - Working with professional networks to identify areas of risk in the short and medium term, assessing potential financial impacts and establishing some common communications lines.
- **Liaison with MHCLG** on sharing messages and updates. The Member for Business, Europe and Good Growth (Cllr Clare Coghill) and the Chair sit on the MHCLG Ministerial Brexit & Local Government Delivery Board.

In the discussion the following points were brought out:

- In the case of a no-deal Brexit there would be an issue of Food Trading Standards officers being required to check food imports from Europe whose arrival point was in London
- Cllr Lib Peck and Cllr Ruth Dombey had been part of an LGA delegation that had met with the local government minister to call for money to be set aside to cover the cost of Brexit to local authorities
- Council officers had made clear that putting precise figures on the cost of Brexit preparations in boroughs so far was difficult but at the same time the Secretary of State, James Brokenshire had made equally clear that he was looking for evidence
- Cllr Nicki Aiken could make a useful contribution in conversations with ministers on this topic

The Executive agreed to note the report.

6. Unaccompanied Asylum-Seeking Children

The Chair introduced the item saying Unaccompanied Asylum Seeking Children (UASC) had been an issue for some years now. He had met with the prominent campaigner, Lord Alf Dubs, and wanted to gauge whether a London Councils' position in respect of the campaign, *Our Turn*, supported by the refugee charity, *Safe Passage*, was desirable and/or feasible. The *Our Turn* campaign was calling for the establishment of a new 'Children at Risk' resettlement scheme to bring 10,000 child refugees to the UK over the 10 years. It would build on the current Vulnerable Children's Resettlement Scheme.

Cllr Muhammed Butt introduced the report saying that the principles behind London Councils approach included:

- Future financial support must fully fund the costs of caring for all UASC
- That there must be a single, consistent national response which was equitable, proportionate and ensured no council remained above its 0.07% threshold
- That there should not be pressure for a disproportionate number of placements on London and the South East as a result of the *Our Turn* campaign
- That the Home Office should engage with London boroughs to reform the current processing arrangements in the Capital in order to ensure the more efficient assessment and transfer of UASC
- Lord Dubs could be asked to initiate a debate in the House of Lords requiring a minister to respond.

Cllr Ray Puddifoot said that as Heathrow Airport was in his borough, this had been a particular pressure locally.

Cllr Clare Coghill pointed out that the vast majority of UASC were boys, there was a huge gender imbalance and Cllr Georgia Gould that there was now a further cost for 18-25 year-old care leavers.

Cllr Darren Rodwell argued that the cost of asylum-seeking placements in his borough had become unsustainable.

Cllr Govindia spoke of the scale of the challenge being taken on. If the campaign wanted a ten-year commitment to be made to what, were often, very disturbed children, that needed a ten-year funding commitment. The case of the Kindertransport in the 1930s was often put forward, but it should be remembered that that was not a government initiative but came from faith groups and the community and the involvement of those was needed again now.

Cllr Teresa O'Neill argued that more should be done on the 'cliff-edge' cost pressures to local authorities and establishing clearly the fact that London did more than its fair share.

The Chair concluded by saying that more time was needed to prepare a report to Leaders' Committee – which the Executive agreed - and that Leaders' Committee will receive a report later in the year.

The Executive agreed to note the report.

7. Local Government Finance – verbal update

The Director of Finance, Performance and Procurement provided the verbal update:

- The Business Rates Pilot extension had been agreed, albeit at 75%
- The promised additional resources as part of the settlement was welcomed but were not enough and if they had been distributed according to established needs formulae £130m more would have gone to urban areas.
- The additional £250m for SEND was again welcomed but regrettably it was not going to be distributed according to the established High Needs formula
- The consultation on Fair Funding had not yet closed
- The distribution proposed that there be no separate deprivation factor in the Foundation formula
- The Spending Review lobbying campaign had been launched at the Summit
- Core Cities, Key Cities and the All Party Parliamentary Group were being liaised with

- The approach to the consultation response on Fair Funding to be tabled at Leaders' Committee on 5th February.

The Executive agreed to note the briefing

The meeting ended at 11:00am.

Action points

	Item	Action	Progress
6.	Unaccompanied Asylum-Seeking Children <ul style="list-style-type: none"> • A report to come to a future Leaders' Committee, but not that on 5th February 	PAPA Children's Services	Will be reported to March Leaders

Executive

Governance in London

Item no: 05

Report by: John O'Brien **Job title:** Chief Executive

Date: 26 February 2019

Contact Officer: John O'Brien

Telephone: 020 7934 9509 **Email:** john.o'brien@londoncouncils.gov.uk

Summary	This report sets out a proposed means for taking forward one of the agreed list of London Councils revised priorities in respect of new ways of working.
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Recommendation	The Executive is asked to comment on the proposed means for taking forward the final item under the heading 'new ways of working' in the revised set London Councils Priorities and on the attached outline brief and potential timing for such a piece of research work.
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Governance in London

1. At its Annual General Meeting in June 2018 the London Councils Leaders' Committee committed to revise its priorities through to 2022. The new Chair of London Councils commenced a process at that meeting of identifying key areas of priority for Leaders and worked with Executive members to develop these further. These were discussed at various meetings of the Executive during the autumn and early winter of 2018/19 and were also the subject of consideration by Leaders at various meetings over a similar period as well.
2. The outcome of that exercise is a series of 46 specific pledges across seven key policy areas that London's local Leaders have jointly agreed to work on together to deliver. The last grouping of Priorities is entitled 'New ways of working'. The final pledge in that grouping was explicitly to reflect a consistent thread from a particular group of Leaders' written contribution to the June discussions – reflecting on London governance issues and, in particular, the governance relationship of the Mayor and boroughs. Members of the Executive discussed this in November and agreed that a useful way of framing this issue would be an exploration of how London's governance now compares to other parts of urban England and whether any lessons can be learned in terms of delivering better results for Londoners. It was thought that it would be useful to take this forward via the stimulation of an independent piece of research work – ideally led through a third party, potentially a think tank
3. It is proposed that London Councils seeks to stimulate this exploration via a third party commissioner. Clearly, it is envisaged that London Councils would be a primary source of financial support for the commissioning of such a piece of work.
4. An outline brief for this piece of work is set out at Appendix 1. This type of brief would allow a focus on how borough Leaders and the Mayor collaborate on the executive governance of London's public services, how that compares now to other parts of urban England and how the scrutiny of London's services now compares to elsewhere. The study would consider the extent to which arrangements in London, or elsewhere, could be adapted as a result of learning obtained from elsewhere.
5. The Executive is asked to consider the attached outline brief, offer views and indicate whether it is happy for officers to work towards stimulating such a piece of work with other partners. The Executive is also invited to consider the potential timing of such a piece of work.

Financial implications for London Councils

Any financial contribution to a third party commissioner, or a direct provider, would be met from the existing commissioning budget.

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.

Governance in London

Background

1. The essential building blocks of London's governance structure have been in place for nearly 20 years:
 - directly elected Mayor (with a clear public leadership role as well as responsibility for a range of pan London statutory strategies)
 - a 25 member Assembly responsible for scrutiny and holding the Mayor to account and for wider scrutiny investigations into key issues of pressing concern for London;
 - 32 multi-purpose London boroughs and the City of London Corporation responsible for securing key local public services. Boroughs are held to account by scrutiny arrangements in their own boroughs;
 - 73 London Members of Parliament
2. The Mayor and Borough Leaders collectively work together in a variety of ways. In the main, these are voluntary arrangements for collaboration. They include:
 - Congress of Leaders and the Mayor (meets twice a year)
 - Congress Executive (meets twice a year and comprises the Mayor, the London Councils Executive and Chairs of Sub-Regional groupings of boroughs)
 - a range of joint Boards where the Mayor and nominated members from London Councils, along with other stakeholders, are focused on promoting London's interests in a number of key areas, eg:
 - London Health Board
 - London Crime Reduction Board
 - London Economic Partnership
 - Homes for Londoners Board
3. There are some pieces of collective governance that have some greater formal underpinning, eg:
 - the London Waste and Recycling Board (which has nominations from London Councils and the Mayor's Office)
 - the decision on the allocation of the Strategic Investment Pot from Business Rate Retention is decided formally by the Lead Authority, but that decision is informed

by a decision making process that requires the positive agreement of two parties
– the Mayor and the boroughs collectively (the borough vote being determined by a specified form of majority);

- the London Councils Transport and Environment Committee (which has 33 Council members and TfL) decides collectively on a number of traffic and transport related issues.

In the main, however, the arrangements described earlier are non-statutory.

4. This collaboration normally has at its root a common desire to win resources, as well as secure greater devolution of power, influence and resource to London – at a pan London level for the Mayor, for groupings of boroughs and for individual boroughs. Other London public service partners also become involved in this activity.
5. In recent years, the desire to secure and drive devolution has led to the development of some radical shifts in the governance of other parts of Urban England. In particular, there has been the establishment of six 'Metro Mayors' covering:
 - Greater Manchester City Region;
 - Liverpool City Region;
 - West Midlands;
 - Tees Valley;
 - West of England;
 - Cambridgeshire and Peterborough

In addition, Sheffield and Rotherham have established a Directly Elected Metro Mayor, but powers are yet to be fully realised. Later in 2019, there will be a North of the Tyne Metro Mayor elected.

6. These Metro Mayors, in the main, govern alongside a 'Combined Authority' comprising representation of all the constituent local authorities in the area covered by the Metro Mayor. Between them, the Mayor and Combined Authorities are responsible for a range of specific functions, including a number around:
 - Growth and Infrastructure;
 - Housing Supply;
 - Wider Public Service Devolution.
7. Precise decision making processes vary but, in essence, the Combined Authority is required to agree a range of items in association with the Mayor. This constitutes a formal piece of joint governance established in statute.

8. Scrutiny arrangements in these areas are a combination of individual councils being held to account by scrutiny in their own authority, allied to varying forms of collective scrutiny of the work of the Metro Mayor and Combined Authority. These collective arrangements are drawn from non Executive parts of the constituent authorities – there is not a separately constituted institution for this purpose.
9. In addition to the governance changes of recent years set out above, the operating environment for public services has been shifting profoundly. There has been nearly a decade of very significant reductions in the financial base for local public services and, from 2020, the Government will be introducing a new funding regime for local government based on retention of 75% of business rate income. Councils are being asked to fund increasing demand for very hard pressed services with fewer resources. New thinking about the role, purpose and operation of sub national Governance is required in these circumstances as well as taking account of the governance, service and community implications of the UK's departure from the European Union.

This Study

10. In the context of changes in urban governance in England in recent years, this study is focused on the following questions:
 - how does London's governance arrangement now compare with those in other metropolitan parts of England?
 - to what degree do the different respective arrangements promote:
 - strong collective executive action by all of those elected to political leadership at council and Metro Mayor/London Mayor level?
 - greater buy-in, understanding and co-ordination on key policy agenda items between all the relevant players in the wider area?
 - clearer understanding of the respective contribution of all relevant players to the combined governance of the wider area?
 - strong collective delivery of services/functions where responsibility is distributed across tiers of government – local and wider metropolitan area;
 - more effective arrangements for promoting integrated approaches to the reform of public services in the wider area?
 - strong overall value for money?
 - effective scrutiny of Metro Mayors/London Mayor?

- to what degree could practice on these issues be adapted between London and other parts of Metropolitan England in an effective way?
 - what other factors – eg size of wider area, number of individual councils, history of how wider area Mayoralty was brought into being, culture of joint working, as well as intensity of shared focus on very specific goals for the wider area – would potentially limit the degree to which such practice can be effectively adapted between London and other Metropolitan Areas, and to what degree?
11. The final report should represent a well evidenced analysis of these questions and provide a valuable contribution to further thinking and reflection by policymakers, practitioners and other interested parties seeking to ensure that London's governance remains fit for the purposes and challenges it faces and that London learns from innovation and practice elsewhere. A series of recommendations for consideration by key stakeholders is required.

Executive

Local Digital Declaration

Item 6

Report by: Guy Ware **Job title:** Director, Local Government Performance and Finance
Date: 26 February 2019
Contact Officer: Guy Ware
Telephone: 0207 934 9675 **Email:** guy.ware@londoncouncils.gov.uk

Summary This report outlines the terms of the Local Digital Declaration and seeks Executive's support for London Councils committing to the declaration.

Recommendations Executive is recommended to:

- Agree that London Councils become a signatory to the Local Digital Declaration.

Local Digital Declaration

Background

1. In July 2018, local authorities, the LGA, MHCLG and the Government Digital Service launched the [Local Digital Declaration](#), affirming a collective ambition for local public services in the internet age, and invited all councils to sign up. A copy of the declaration is attached as Appendix 1.
2. At its meeting in November 2018, Executive agreed in principle to support London Councils taking on the management of the proposed London Office of Technology and Innovation. That support was conditional on achieving a minimum membership of six boroughs. Since then, at the time of writing, twelve boroughs¹ have declared their intention to join, and work is underway to establish the LOTI by April 2019.
3. As noted in the report in November, Boroughs joining LOTI will be expected to commit to the Declaration. As at 8 February, [145 organisations](#) had formally committed to the Declaration and published their commitments – including seventeen London Boroughs and the City of London. It is therefore appropriate to consider whether London Councils should itself become a signatory.

Terms of the Declaration

4. The Declaration expresses a common ambition and commitment to:
 - Design services that best meet the needs of citizens
 - Challenge the technology market to offer the flexible tools and services we need
 - Protect citizens' privacy and security
 - Deliver better value for money
5. Signatories are expected to commit to these principles and to “deliver a first action from which we can all benefit”. Guidance organisations considering their commitment is available [here](#). For London Councils, it would be appropriate for this first action to be establishing the LOTI itself.
6. Pages 3-4 of the Declaration (Appendix 1) set out further details of the anticipated organisational commitments on the part of political leaders, managers and IT/digital teams. It should be noted that the bulk of the commitments do not relate specifically to

¹ Brent, Camden, Croydon, Ealing, Greenwich, Hackney, Kensington & Chelsea, Kingston, Sutton, Tower Hamlets, Waltham Forest, Westminster.

the work of IT teams. Rather, their essence is to embed both a strategic approach to digital transformation in the organisation's leadership, and an open, collaborative approach to technological innovation, service design and data standards.

7. London Councils' credibility as the organisational home of LOTI would clearly be enhanced if we were to commit to the same standards as those we are requiring of member boroughs. At the same time, London Councils' ability to participate in the collaborative technology and service development projects developed by the LOTI would be dependent on our commitment to the data and service standards member boroughs would be working towards.
8. Insofar as the declaration commitments require IT support, it is worth noting that London Councils' IT support services are provided by the City of London, which is itself a signatory of the Declaration.
9. MHCLG has established a delivery team to support signatories of the Declaration, and has made some limited [funding - £7.5m - available](#) to authorities to support the work. As it is not a local authority, London Councils would not be able to bid directly for this funding. However, one of the anticipated roles of LOTI will be to support boroughs in making collective bids for funding, and it is likely that such proposals would be considered favourably. A [bid from Southwark](#), Hackney and the GLA to support an open data approach to managing planning applications was successful in the first round of applications.
10. Mayor Philip Glanville, as London Councils' Digital Champion, is strongly supportive of the proposal for London Councils to become a signatory.

Recommendations Executive is recommended to:

- Agree that London Councils become a signatory to the Local Digital Declaration.
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Financial Implications

There are no specific financial implications for London Councils resulting from becoming a signatory to the Declaration. Specific projects linked to this will have their own financial implications that will be highlighted to members as they come forward.

Legal Implications for London Councils

None.

Equalities Implications for London Councils

There are no equalities implications arising from this report.

Appendix: Appendix One – MHCLG Local Digital Declaration

Background papers: Report to the Executive 13 November 2018

The Local Digital Declaration

A common aspiration for the future of local public services

July 2018

Introduction

This declaration affirms our collective ambition for local public services in the internet age, and our commitments to realising it. It commits us working on a new scale to:

- design services that best meet the needs of citizens
- challenge the technology market to offer the flexible tools and services we need
- protect citizens' privacy and security
- deliver better value for money

This joint endeavour was initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), and a collection of local authorities and sector bodies from across the UK. We invite all local authorities and the organisations we collaborate with to join us by signing the Declaration and committing to deliver a first action from which we can all benefit.

The opportunity

Never before has it been possible to collaborate so effectively, to deliver services across so many boundaries, to interrogate our data so insightfully, to realise such great efficiencies, and to reshape public services for the benefit of all while retaining local sovereignty.

Great work has already been done to transform our services using digital tools and technology. But we have an opportunity to do more.

Our ambition

We want to co-create the conditions for the next generation of local public services, where technology is an enabler rather than a barrier to service improvements, and services are a delight for citizens and officials to use. We know that one size doesn't fit all, but by developing common building blocks local authorities will be able to build services more quickly, flexibly and effectively. Only in this more open and flexible market will we unlock our full potential for innovation.

Our ambition requires both a culture shift and a technology shift, and we've agreed 5 principles to help us do it:

1. We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
2. We will 'fix our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the IT we rely on, and open standards to give a common structure to the data we create.

3. We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
4. We will demonstrate digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this Local Digital Declaration.
5. We will embed an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.

Our commitments

MHCLG will establish a delivery team to support all Declaration co-signatories in realising this ambition. It will play a leadership role within central government, advocating for the approach set out in this declaration. It will work with councils as equal partners to create the tools and conditions for reform, delivering common technical patterns and routes to procurement for core services. And, as part of a collective effort alongside local government networks, it will help local authorities find out about priority projects that support this mission and support the continued growth of the local digital community.

In addition, each co-signatory will commit to the following activities:

Our leaders, service managers, board members and politicians will:

- A. Make sure that digital expertise is central to our decision-making and that all technology decisions are approved by the appropriate person or committee. This will ensure that we are using our collective purchasing power to stimulate a speedy move towards change.
- B. Have visible, accessible leaders throughout the organisation (publishing blogs, tweeting and actively participating in communities of practice), and support those who champion this Declaration to try new things and work in the open.
- C. Support our workforce to share ideas and engage in communities of practice by providing the space and time for this to happen.
- D. Publish our plans and lessons learnt (for example on blogs, [Localgov Digital slack](#); at sector meetups), and talk publicly about things that have could have gone better (like the [GOV.UK incident reports blog](#)).
- E. Try new things, from new digital tools to experiments in collaboration with other organisations.

- F. Champion the continuous improvement of cyber security practice to support the security, resilience and integrity of our digital services and systems.

Our transformation, information technology and digital teams will:

- G. Research how to reuse existing user research, service design, common components, and data and technology standards before starting to design or procure something new.
- H. Build capacity in service-design, so that each service we transform is informally tested by our peers against our national [service standard](#) where appropriate (GDS will be publishing a local-friendly iteration).
- I. Where appropriate every new IT solution procured must operate according to the [technology code of practice](#), putting us in control of our service data, using open standards where they exist and contributing to their creation where they don't.
- J. Share knowledge about digital projects where there is an opportunity for potential reuse or collaboration with others.
- K. Work together to establish the trust frameworks we need to safely analyse and share personal data. This will allow us to better serve our shared customers and reduce the need to ask citizens for the same information multiple times.
- L. Work together to create common solutions that allow us to check people's eligibility for services with central government and others in real time with their consent.
- M. Take inspiration and ideas from a wide range of sources, and participate individually in communities of practice and interest outside the organisation (for example, [LocalGovCamp](#), [OneTeamGov](#), and related networks and events).

Co-publishers



Executive

Month 9 Revenue Forecast 2018/19

Item no: 7

Report by: Frank Smith **Job title:** Director of Corporate Resources
Date: 26 February 2019
Contact Officer: Frank Smith
Telephone: 020 7934 9700 **Email:** frank.smith@londoncouncils.gov.uk

Summary This report summarises actual income and expenditure recorded in the accounts as at 31 December 2018 (Month 9), provides a projected outturn figure for the year and highlights any significant forecast variances against the approved budget. A separate forecast is provided for each of London Councils three funding streams. The Executive is also provided with an update on London Councils reserves. The summary forecast outturn position is as follows:

	M9 Actual	Budget	Forecast	Variance
	£000	£000	£000	£000
Total expenditure	288,592	385,886	383,268	(2,618)
Total income	(288,023)	(383,460)	(383,945)	(485)
Use of reserves	-	(2,426)	(1,886)	540
Net deficit/(surplus)	569	-	(2,563)	(2,563)
Net expenditure by Committee				
Grants	74	-	(154)	(154)
Transport and Environment	471	-	(1,411)	(1,411)
Joint	24	-	(998)	(998)
Net deficit/(surplus)	569	-	(2,563)	(2,563)

Recommendations The Executive is asked to note the overall forecast surplus as at 31 December 2018 (Month 9) of £2,563 million and note the position on reserves as detailed in paragraphs 19-20.

Month 9 Revenue Forecast 2018/19

Introduction

1. London Councils revenue expenditure budget for 2018/19, as approved by the Leaders' Committee in December 2017 was £386.216 million. The budget was then adjusted to reflect the decision of TEC to bring forward underspends of £130,000 that arose in 2017/18 into the current year. In addition, the TEC budget was reduced by a further £463,000 on confirmation of the finalised funding available from boroughs and TfL for the Taxicard Scheme in 2018/19. Finally, the budget for the HR Metrics Service was increased by £3,000 to reflect revised service levels, making a revised expenditure budget for 2018/19 of £385.886 million.
2. The corresponding revenue income budget approved by the Leaders' Committee in December 2017 was £386.216 million, which included an approved transfer of £2.296 million from reserves. Additional transfers from reserves of £130,000 were made to cover carry forward expenditure (see paragraph 1), plus reduced Taxicard funding from the boroughs of £293,000 and from TfL of £170,000. Additional contributions from funders for the HR Metrics Service of £3,000 were also added to the budget in line with current service levels. Total revised income, therefore, is budgeted to be £385.886 million, of which £2.426 million is an approved transfer from reserves to produce a balanced budget for the year.
3. This report analyses actual income and expenditure at the three-quarter year stage of the current financial year and highlights any significant variances emerging against the approved budget.
4. Table 1 below details the overall forecast position, with Tables 2-4 showing the position for the three separate funding streams.

Table 1 – Summary Income & Expenditure Forecast 2018/19, as at 31 December 2018.

	M9 Actual	Budget	Forecast	Variance
Expenditure	£000	£000	£000	£000
Employee Costs	3,802	5,419	5,184	(235)
Running Costs	2,747	3,555	3,334	(221)
Central Recharges	340	453	453	-
Total Operating Expenditure	6,889	9,427	8,971	(456)
Direct Services	6,533	8,168	8,960	792
Payments in respect of Freedom Pass and Taxicard	269,402	358,748	356,792	(1,956)
Commissioned grants services	4,549	6,173	6,093	(80)
London Funders Group	60	60	60	-
ESF commissions	1,013	1,880	1,755	(125)

Improvement and Efficiency work	-	240	35	(205)
YPES Regional/Provider Activities	28	50	50	-
Challenge Implementation Fund	-	525	250	(275)
Commissioning and Research	118	615	302	(313)
Total Expenditure	288,592	385,886	383,268	(2,618)
Income				
Contributions in respect of Freedom Pass and Taxicard	(268,846)	(358,885)	(357,564)	1,321
Borough contribution towards grant payments	(5,001)	(6,173)	(6,685)	(512)
Borough contribution towards YPES payments	(180)	(180)	(180)	-
Income for direct services	(7,194)	(8,674)	(10,023)	(1,349)
Core Member Subscriptions	(4,063)	(5,744)	(5,744)	-
Borough contribution towards LCP payments	(397)	(496)	(529)	(33)
Government Grants	(528)	(1,000)	(917)	83
Interest on Investments	(82)	(75)	(108)	(33)
Other Income	(255)	(264)	(315)	(51)
Central Recharges	(1,477)	(1,969)	(1,880)	89
Transfer from Reserves	-	(2,426)	(1,886)	540
Total Income	(288,023)	(385,886)	(385,831)	55
Net Expenditure	569	-	(2,563)	(2,563)
Applied to Funding Streams				
Grants Committee	74	-	(154)	(154)
Transport and Environment Committee	471	-	(1,411)	(1,411)
Joint Committee Functions	24	-	(998)	(998)
Net Expenditure	569	-	(2,563)	(2,563)

Revenue Forecast Position as at 31 December 2018 – Grants Committee

5. Table 2 below summarises the forecast outturn position for the Grants Committee:

Table 2 – Summary Forecast – Grants Committee

	M9 Actual	Budget	Forecast	Variance
Expenditure	£000	£000	£000	£000
Employee Costs	228	382	328	(54)
Running Costs	16	18	22	4
Central Recharges	116	155	155	-
Total Operating Expenditure	360	555	505	(50)
S.48 Commissioned services	4,549	6,173	6,093	(80)
S.48 ESF Commissioned services	1,013	1,880	1,755	(125)
London Funders Group	60	60	60	-
Total Expenditure	5,982	8,668	8,413	(255)

Income				
Borough contributions towards commissioned services	(5,001)	(6,173)	(6,685)	(512)
Borough contributions towards the administration of commissions	(371)	(495)	(495)	-
ESF Grant	(528)	(1,000)	(917)	83
Interest on Investments	(8)	-	(10)	(10)
Other Income	-	-	-	-
Transfer from Reserves	-	(1,000)	(460)	540
Total Income	(5,908)	(8,668)	(8,567)	101
Net Expenditure	74	-	(154)	(154)

6. The projected surplus of £154,000, is broadly split between the following:

- A projected underspend of £80,449 in respect of S.48 borough funded commissioned services relating to 2018/19 which largely relates to St Mungo Community Housing Association and Shelter;
- A projected underspend of £67,593 largely on Grant related staffing costs which includes a £10,000 unspent maternity provision budget and an overspend on planned S.48 ESF management and administration costs;
- A projected surplus of investment income of £10,000, not previously budgeted for; and
- A projected overspend of £4,000 on general running costs.

Revenue Forecast Position as at 31 December 2018 – Transport and Environment Committee

7. Table 3 below summarises the forecast outturn position for the Transport and Environment Committee:

Table 3 – Summary Forecast – Transport and Environment Committee

	M9 Actual	Budget	Forecast	Variance
Expenditure	£000	£000	£000	£000
Employee Costs	496	688	678	(10)
Running Costs	76	294	127	(167)
Central Recharges	83	111	111	-
Total Operating Expenditure	655	1,093	916	(177)
Direct Services	6,533	8,168	8,960	792
Research	11	40	37	(3)
Payments in respect of Freedom Pass and Taxicard	269,402	358,748	356,792	(1,956)
Total Expenditure	276,601	368,049	366,705	(1,344)
Income				
Contributions in respect of Freedom Pass and Taxicard	(268,846)	(358,885)	(357,564)	1,321
Income for direct services	(7,118)	(8,573)	(9,922)	(1,349)
Core Member Subscriptions	(73)	(97)	(97)	-
Government Grants	-	-	-	-
Interest on Investments	(15)	-	(20)	(20)

Other Income	(78)	(75)	(94)	(19)
Transfer from Reserves	0	(419)	(419)	-
Total Income	(276,130)	(368,049)	(368,116)	(67)
Net Expenditure	471	-	(1,411)	(1,411)

8. The projected surplus of £1,411,000 is made up broadly of the following:

- A projected overall surplus of £196,000 in respect of TEC parking traded services, after considering an estimate of the level of borough/TfL/GLA usage volumes during the first nine months of the year. This is attributable to several areas.
 - Firstly, there is a projected net surplus of £135,000 in respect of environmental and traffic appeals. This is made up of a surplus in appeals income of £73,000 and a net saving against budget of £62,000 on Northgate unit charges and adjudicator fees. The number of notice of appeals and statutory declarations received the first three quarters of the financial year amounts to 31,447, giving a projected number for the year of 41,929 which is 651 more than the budgeted figure of 41,278. The current indicative throughput of appeals is 3.38 appeals per hour, compared to a budget figure of 3.14.
 - Secondly, the transaction volumes for other parking systems used by boroughs and TfL over the first nine months of the year are projected to result in a net surplus of £55,000; and
 - Finally, the Northgate fixed costs are forecasted to underspend by £6,000, which reflects a lower than anticipated inflation factor applied to the annual contract increase compared to when the budget was set.
- A marginal overspend in respect of employee costs. The cost of staff providing direct services (included within the direct services administration charge) is estimated to overspend by £21,000, although this is offset by an underspend on staffing costs attributable to non-operational and policy staff of £10,000.
- The deadline for independent bus operators to submit claims for quarter 3 is mid February therefore calculating the projected expenditure to the bus operators for the year using complete Quarter 3 data is not possible. However, the position as reported in the quarter 2 report is not anticipated to change significantly where there is a projected underspend

of £390,000 in respect of the £1.5 million budget. The main factors driving the underspend are:

- The increase of the eligibility age
 - The Mid-Term Review completed at the beginning of this year, where 34,000 passes were deactivated
 - The wider trend to fewer bus journeys
 - The Provider base has expanded for the same number of routes but with a different timetable and fares
-
- A projected overspend of £54,000 in respect of the £1.518 million budget for the issuing/reissuing costs of Freedom Passes. The reason for this overspend is higher than forecast call volumes associated with the 2021 mid-term review (i.e. passes due to expire in 2021). Total expenditure against this line is predicted to be £97,000 for the year. A number of changes to the way the review was communicated compared to the previous mid-term reviews meant there has been a much higher ratio of calls to letters sent. However, officers consider that the investment still represents value for money and will ultimately result in overall cost avoidance of c.£345,000 per annum over the next two and half years. In addition, overspends can be covered by income from additional replacement Freedom Passes as noted below.
 - Based on income collected up to quarter three of the financial year, income receipts from replacement Freedom Passes are forecast to exceed the budget of £684,000 by £322,000, which will be applied to into the TEC Specific Reserve.
 - Based on income collected during quarters 1 to 3 of the financial year, receipts from Lorry Control PCN income are forecast to exceed the £800,000 budget by approximately £200,000.
 - In addition to the Lorry Control surplus income, there is also an underspend on Lorry Control administration of £136,000. This is largely due to budget set aside of £50,000 in the current year and £86,000 carried forward from prior years to fund further work on the development of the Lorry Control Scheme remaining unspent. The majority of this expenditure, including recruitment of a Project Manager/Research Officer will now take place in 2019/20.

- A £20,000 forecasted surplus of interest on investments.
- A £167,000 underspend on running costs which is made up of various small underspends within supplies and services, including system developments.

Revenue Forecast Position as at 31 December 2018 – Joint Committee Core Functions

9. Table 4 below summarises the forecast outturn position for the Joint Committee core functions:

Table 4 – Summary Forecast – Joint Committee core functions

	M9 Actual	Budget	Forecast	Variance
	£000	£000	£000	£000
Expenditure				
Employee Costs	3,078	4,349	4,178	(171)
Running Costs	2,656	3,243	3,185	(58)
Central Recharges	140	187	187	-
Total Operating Expenditure	5,874	7,779	7,550	(229)
Direct Services	-	-	-	-
Commissioning and Research	107	575	265	(310)
Improvement and Efficiency work	-	240	35	(205)
YPES Regional/Provider Activities	28	50	50	-
Challenge Implementation Fund	-	525	250	(275)
Total Expenditure	6,009	9,169	8,150	(1,019)
Income				
Income for direct services	(76)	(101)	(101)	-
Core Member Subscriptions	(3,619)	(5,152)	(5,152)	-
Borough contribution towards YPES payments	(180)	(180)	(180)	-
Borough contribution towards LCP payments	(397)	(496)	(529)	(33)
Government Grants	-	-	-	-
Interest on Investments	(59)	(75)	(78)	(3)
Other Income	(177)	(189)	(221)	(32)
Central Recharges	(1,477)	(1,969)	(1,880)	89
Transfer from Reserves	-	(1,007)	(1,007)	-
Total Income	(5,985)	(9,169)	(9,148)	21
Net Expenditure/(Income)	24	-	(998)	(998)

10. A projected surplus of £998,000 is forecast in respect of the joint committee core functions. Employee costs are projected to underspend by £171,000, primarily due to holding off recruiting to certain current vacant posts or vacant periods during recruitment campaigns. There is also a maternity cover provision of £50,000 which will not be required during the year.

11. From transactions processed in the year to date and potential future commitments, there are forecast underspends of £310,000 in respect of the commissioning budget and £205,000 in respect of improvement and efficiency work. However, the improvement and efficiency work budget includes amounts set aside for London Councils contribution towards the London Office of Technology & Innovation (LOTI). This is likely now to fall into 2019/20 therefore an amount of £150,000 is expected to be carried forward in to the 2019/20 financial year.
12. These two budget areas continue to be subject to developing proposals following a direction of travel set by members during the course of the year. These costs may, therefore, still be liable to fluctuate during the final quarter as new priorities are identified and come on stream, thereby incurring in-year costs.
13. There is a projected underspend on the Challenge Implementation Fund of £275,000, largely as a result of the timing and accounting treatment of costs associated with the London Councils Challenge programme.
14. There is a forecasted surplus on income in respect of London Care Placements of £33,000. This is a result of additional non-London Boroughs contributing to the scheme which were not included in the original budget. Any surplus will be held in order to fund the implementation of a new IT database.
15. There is a projected underspend of £58,000 on running costs. This is largely due to fluctuations in other premises costs and general supplies and services.
16. A small surplus compared to budget on investment and other income of £3,000 and £32,000 respectively
17. These are offset by a projected shortfall of £89,000 in respect of income from tenants.

Externally Funded Projects

18. The externally funded projects are estimated to have matched income and expenditure of just over £3.57 million for 2018/19, including funding for the borough (non S.48) ESF programme. This is based on a review of the indicative budget plans held at London Councils by the designated project officers, which confirms that there is no projected net cost to London Councils for running these projects during 2018/19. Any unspent external funds as at 31 March 2019 will be carried over to 2019/20 subject to funding agreements.

Reserves

19. The forecast reserves position for each of the three funding streams for the current year and beyond is illustrated in Table 5 below:

Table 5 – Forecast reserves after all current commitments

	Transport and Environment Committee (£000)	Joint Committee (£000)	Grants Committee (£000)	Total (£000)
General Reserve at 1 April 2018	3,060	5,307	523	8,890
Specific/ESF reserve at 1 April 2018	3,111	-	1,920	5,031
Provisional reserves at 1 April 2018	6,171	5,307	2,443	13,921
Committed in setting 2018/19 budget	(289)	(1,007)	(460)	(1,756)
Balances c/f into 2018/19	(130)	-	-	(130)
Potential use of residual ESF borough resources in 2019/20	-	-	(1,460)	(1,460)
Provisional other commitments for 2019/20 -2020/21	(4,116)	(1,504)	-	(5,620)
Projected surplus/(deficit) for the year	1,411	998	154	2,563
Uncommitted reserves	3,047	3,794	677	7,518

20. The current level of commitments from reserves, as detailed in Table 5, come to £8.966 million over the short-medium term and are detailed in Table 6 below:

Table 6 – Commitments from Reserves 2018-2021

	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Balances b/f from 2017/18	130	-	-	130
Approved transfer from JC general reserves	382	729	-	1,111
Approved transfer from TEC general reserves	289	187	-	476
Slippage of ESG grants funding	460	1,460	-	1,920
Challenge Implementation Fund	525	525	-	1,050
Support to the health transition process	100	100	-	200
Support to the London Office of Technology and Innovation (LOTI)	-	150	-	150
2020 Freedom Pass reissue	-	800	2,379	3,179
TEC priority projects	-	750	-	750
Totals	1,886	4,701	2,379	8,966

Conclusion

21. This report highlights the projected outturn position for the current year, based on transactions undertaken up until 31 December 2018 (month 9), together with known future developments. At this point, a forecast underspend of £2.563 million is projected for 2018/19 across the three funding streams. Uncommitted reserves are currently projected to be £7.5 million by the end of the current financial year.

22. The next report will be presented to the Executive in June 2019, which will highlight the provisional financial results for the 2018/19 financial year, prior to the external audit.

Recommendations

23. The Executive is asked to note the overall forecast surplus as at 31 December 2018 (Month 9) of £2.563 million and note the position on reserves as detailed in paragraphs 19-20.

Financial Implications for London Councils

No additional implications other than detailed in the body of the report.

Legal Implications for London Councils

None

Equalities Implications for London Councils

None

Appendices

None

Background Papers

London Councils Revenue Forecast File 2018/19

Executive

Debtors Update Report

Item no: 8

Report by: David Sanni **Job title:** Chief Accountant
Date: 26 Febraury 2019
Contact Officer: David Sanni
Telephone: 020 7934 9704 **Email:** david.sanni@londoncouncils.gov.uk

Summary

This report details the level of outstanding debt owed to London Councils from all sources as at 31 December 2018. This report also details the reduction in the level of outstanding debt due from boroughs, TfL and the GLA in the period to 31 July 2018.

A summary of the level of London Councils outstanding debts as at 31 December 2018 is shown in Table 1 below:

Table 1- Summary of London Councils Outstanding Debts at 31 December 2018

Period	Borough / TfL / GLA Debts £000	Other Debts £000	Total Debts £000
Debts invoiced up to 31/7/2018	-	10	10
Debts invoiced between 1/8/2018 – 31/12/2018	1,432	13	1,445
Total	1,432	23	1,455

Recommendations The Executive is asked:

- To note the level of outstanding debt of £7.48 in relation to borough, TfL and GLA invoices raised up until 31 July 2018, a reduction on the outstanding figure of £2.863 million reported to the Executive at its meeting on 11 September 2018;
- To note the level of outstanding debt of £1.432 million in respect of borough, TfL and GLA invoices raised in the period 1 August to 31 December 2018;
- To note the level of outstanding debt of £22,608.92 in relation to other debtors invoices raised up until 31 December 2018;

- To approve the write-off of £6,249.80 in respect of the recovery of unused European Social Fund (ESF) community grant funding as detailed in paragraph 7: and
 - To note the specific action being taken in respect of significant debtors, as detailed in paragraph 5 and 7 of this report.
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Debtors Update Report

Introduction

1. London Councils' Executive received a report at its meeting on 11 September 2018 which detailed the level of outstanding debt due from member boroughs, TfL and the GLA for invoices raised up to 31 July 2018. The position reported to this meeting is illustrated in Table 2 below:

Table 2 – Outstanding Borough/TfL and GLA debt invoiced up until 31 July 2018, as reported to the Executive on 11 September 2018

Debtor	Debt Amount (£)
Member boroughs	2,860,514.60
TfL	2,000.00
GLA	372.30
Total	2,862,886.90

2. The unpaid balance of £7.48 at 31 December 2018 was settled in January 2019.

Borough/TfL/GLA Debt 1 August to 31 December 2018

3. Appendix A to this report shows the level of outstanding debt owed to London Councils by its member boroughs and TfL/GLA issued over the period 1 August to 31 December 2018, which totals £1.432 million. This debt is profiled as illustrated in Table 3 below:

Table 3 – Outstanding Borough/TfL and GLA debt 1 August to 31 December 2018

Debtor	0-30 days (£000)	30-60 Days (£000)	60-90 Days (£000)	Over 90 Days (£000)	Total (£000)
Member boroughs	167	1,052	83	128	1,430
TfL	-	-	2	-	2
GLA	-	-	-	-	-
Total	167	1,052	85	128	1,432

4. Under the terms of the Financial Services SLA with the City of London, reminders in respect of unpaid invoices are sent out to debtors by the City on behalf of London Councils after 21 and 35 days. If a debt is still outstanding after 42 days, it is handed back over to London Councils for further action to be taken. Finance officers are, therefore, actively pursuing the debt of £213,000 that has been outstanding for over 60 days. The aim is to ensure that the majority of the unpaid debt at any point in time has been outstanding for less than 30 days, with a minimal amount being outstanding for between 30 and 60 days. Boroughs, TfL and GLA are urged to ensure that any disputed amounts are promptly reported back to London Councils, detailing the full nature of the dispute. In cases where the value and/or number of outstanding invoices owed by a borough are unacceptably high, the debts are referred to the Chief Executive and Borough Treasurer

through contact from London Councils Chief Executive and /or Director of Corporate Resources to assist in the recovery of the funds.

Significant Borough/TfL/GLA Debtors

5. All borough, TfL and GLA debts over 60 days were paid by 1 February 2019.

Other Debtors

6. Appendix B to this report shows the level of outstanding debt owed to London Councils by third parties other than member boroughs, TfL and the GLA at 31 December 2018. An aged analysis of these debts is summarised in table 4 below:

Table 4 – Non-borough/TfL/GLA outstanding debt as at 31 December 2018

	Total Debt (£)	No. of invoices
2013/14 debts	200.00	1
2014/15 debts	9,905.82	2
2018/19 debts over 90 days old	138.50	2
2018/19 debts 61 to 90 days old	7,365.50	10
2018/19 debts 31 to 60 days old	850.50	5
2018/19 debts 30 days or less	4,148.60	8
Total	22,608.92	28

7. The significant individual debtors within the outstanding balances over 60 days are:

- **Repayment of ESF Community Grants - £10,105.82 – 3 invoices**

Table 5 below contains a list of three organisations awarded community grants under the discretionary ESF co-financing programme that have been asked to repay their unused grant funding.

Table 5 – List of Community Grant debtors

Name of organisation	Outstanding repayment at 31 July 2018
Community Business Enfield	6,249.82
Creative Innovation	200.00
Kimbanguist Association of London	3,656.00
Total	10,105.82

ESF Community Grants were awarded to voluntary organisations for projects which help unemployed and economically inactive people move into or closer to the labour market. The organisations were asked to repay their grant funding as they had not

complied with the terms of their grant funding agreement. The organisations initially refused to refund their grant awards and were referred to the City of London Solicitor's Department for legal action to be taken to recover the funds. Creative Innovation and the Kimbanguist Association of London have agreed to settle their debts by paying monthly instalments.

There has been no progress on the negotiations with Community Business Enfield. The company was awarded a grant of £12,500 in February 2014 and was paid an advance of £6,249.82 (approximately 50%) in accordance with the terms of the community grants programme. The grant was awarded for a period from March to October 2014 for the provision of language and ICT courses. The company was unable to provide evidence to demonstrate that it delivered the agreed service and an invoice was issued to recover the advance funding.

The company refused to refund the advance claiming extenuating circumstances which prevented the delivery of the service and requested an extension to the project. The extension was refused on the basis that a viable project could not be delivered to the specification included in the funding agreement within the proposed timeframe. Despite numerous correspondence between London Councils and Community Business Enfield the debt remains unpaid. There has been no communication from the company since May 2016 and the latest correspondence was returned stating that the company was no longer at its registered address.

The Companies House website shows that a compulsory strike off notice was issued in March 2018, HMRC raised an objection to the notice which indicates that they are a creditor whose debt will take precedence over London Councils. The most recent set of accounts submitted to Companies House for the year ended March 2016 shows a level of reserves less than the debt owed by the company. Given the circumstances, it is unlikely that the debt of £6,249.82 will be recovered. The debt has already been fully provided for in London Councils' existing bad debt provision and a write-off will have no impact on the 2018/19 revenue account. Formal approval is, therefore, requested from the Executive for the write-off of these debts.

- **Conerstone Training and Support Ltd - £3,000.00 – 1 invoice**

The balance consists of one invoice that relates to the company's commercial return on its London Ventures partnership agreement. The invoice was paid in January 2019.

- **LeanLinking APS - £3,000.00 – 1 invoice**

The balance consists of one invoice that relates to the company's commercial return on its London Ventures partnership agreement. London Councils officers have chased the outstanding debt with the venture partner and have been informed that it should be settled before the end of February 2019.

8. The City of London's role in raising London Councils' debtor invoices is detailed in paragraph 4 of this report. For those debts that have reached the 42 day cut-off point, letters are prepared seeking immediate payment, otherwise London Councils will consider taking further action. The Finance Section undertakes prompt follow up action as soon as the debt is referred back by the Corporation.
9. If the debt write-off recommended in this report is approved, the overall level of debtors will reduce by £6,249.82 from £1,454,972.36 to £1,448,722.54 as at 31 December 2018.

Summary

10. This report details the level of outstanding debt owed to London Councils from all sources as at 31 December 2018. This report also details the reduction in the level of outstanding debt due from boroughs, TfL and the GLA in the period to 31 July 2018.
11. A summary of the level of London Councils outstanding debts as at 31 December 2018 is shown in Table 1 below:

Table 1- Summary of London Councils Outstanding Debts at 31 December 2018

Period	Borough / TfL / GLA Debts	Non-borough / TfL / GLA Debts	Total Debts
	£000	£000	£000
Debts invoiced up to 31/7/2018	-	10	10
Debts invoiced between 1/8/2018 – 31/12/2018	1,432	13	1,445
Total	1,432	23	1,455

Recommendations

12. The Executive is asked:

- To note the level of outstanding debt of £7.48 in relation to borough, TfL and GLA invoices raised up until 31 July 2018, a reduction on the outstanding figure of £2.863 million reported to the Executive at its meeting on 11 September 2018;
- To note the level of outstanding debt of £1.432 million in respect of borough, TfL and GLA invoices raised in the period 1 August to 31 December 2018;
- To note the level of outstanding debt of £22,608.92 in relation to other debtors invoices raised up until 31 December 2018;
- To approve the write-off of £6,249.80 in respect of the recovery of unused European Social Fund (ESF) community grant funding as detailed in paragraph 7: and
- To note the specific action being taken in respect of significant debtors, as detailed in paragraph 5 and 7 of this report.

Financial Implications for London Councils

The financial implications are incorporated into the body of the report.

Legal Implications for London Councils

None.

Equalities Implications for London Councils

None.

Appendices

- Appendix A: Outstanding Borough/TfL/GLA debts invoiced from 1 August to 31 December 2018
- Appendix B: Outstanding Other Debts at 31 December 2018

Background Papers

London Councils Debtors working papers 2018/19
Report to Executive on 11 September 2018

Appendix A - Outstanding Borough/TfL/GLA debts invoiced from 1 August to 31 December 2018

Number	Customer Name	Customer Number	Type	Transaction Date	Original	Balance Due	Days Late	0 - 30 days	30 - 60 days	60 - 90 days	Over 90 days
4231485	London Borough of Barnet	65237	2	01/10/2018	73,238.00	73,238.00	91				73,238.00
4236268	London Borough of Barnet	65237	2	06/12/2018	160.00	160.00	25	160.00			
	London Borough of Barnet Total				73,398.00	73,398.00		160.00	0.00	0.00	73,238.00
4233824	London Borough of Bexley	82583	3	31/10/2018	9,411.15	9,411.15	61			9,411.15	
4236667	London Borough of Bexley	82583	3	10/12/2018	96.00	96.00	21	96.00			
	London Borough of Bexley Total				9,507.15	9,507.15		96.00	0.00	9,411.15	0.00
4233825	London Borough of Brent	80673	4	31/10/2018	36,212.51	36,212.51	61			36,212.51	
	London Borough of Brent Total				36,212.51	36,212.51		0.00	0.00	36,212.51	0.00
4233826	London Borough of Bromley	78518	5	31/10/2018	11,894.68	11,894.68	61			11,894.68	
4234407	London Borough of Bromley	78518	5	07/11/2018	589,910.00	589,910.00	54		589,910.00		
	London Borough of Bromley Total				601,804.68	601,804.68		0.00	589,910.00	11,894.68	0.00
4231499	London Borough of Camden	73305	6	01/10/2018	46,700.00	20,095.00	91				20,095.00
4236271	London Borough of Camden	73305	6	06/12/2018	23,464.00	23,464.00	25	23,464.00			
	London Borough of Camden Total				70,164.00	43,559.00		23,464.00	0.00	0.00	20,095.00
4236272	Croydon Council	71501	7	06/12/2018	23,456.00	23,456.00	25	23,456.00			
	Croydon Council Total				23,456.00	23,456.00		23,456.00	0.00	0.00	0.00
4236664	London Borough of Ealing	88277	8	10/12/2018	300.00	300.00	21	300.00			
4236782	London Borough of Ealing	88277	8	12/12/2018	135.00	135.00	19				
	London Borough of Ealing Total				435.00	435.00		435.00	0.00	0.00	0.00
4236274	London Borough of Enfield	95679	9	06/12/2018	7,608.00	7,608.00	25	7,608.00			
	London Borough of Enfield Total				7,608.00	7,608.00		7,608.00	0.00	0.00	0.00
4236277	Royal Borough of Greenwich	124082	10	06/12/2018	7,144.00	7,144.00	25	7,144.00			
	Royal Borough of Greenwich Total				7,144.00	7,144.00		7,144.00	0.00	0.00	0.00
4236280	London Borough of Hackney	37291	11	06/12/2018	31,992.00	31,992.00	25	31,992.00			
	London Borough of Hackney Total				31,992.00	31,992.00		31,992.00	0.00	0.00	0.00
4234433	L. B. Hammersmith and Fulham	101404	12	07/11/2018	55,567.00	55,567.00	54		55,567.00		
	L. B. Hammersmith and Fulham Total				55,567.00	55,567.00		0.00	55,567.00	0.00	0.00
4235159	London Borough of Hounslow	67448	17	16/11/2018	513.00	513.00	45		513.00		
4236286	London Borough of Hounslow	67448	17	06/12/2018	10,072.00	10,072.00	25	10,072.00			
	London Borough of Hounslow Total				10,585.00	10,585.00		10,072.00	513.00	0.00	0.00
4234444	London Borough of Islington	5693	18	07/11/2018	75,966.00	75,966.00	54		75,966.00		
	London Borough of Islington Total				75,966.00	75,966.00		0.00	75,966.00	0.00	0.00
4234452	Royal Borough of Kensington & Chelsea	111455	19	07/11/2018	53,362.00	53,362.00	54		53,362.00		
	Royal Borough of Kensington & Chelsea Total				53,362.00	53,362.00		0.00	53,362.00	0.00	0.00
4231579	Royal Borough of Kingston	75215	20	01/10/2018	33,408.00	33,408.00	91				33,408.00
	Royal Borough of Kingston Total				33,408.00	33,408.00		0.00	0.00	0.00	33,408.00
4230615	London Borough of Lambeth	3330	21	17/09/2018	1,440.00	1,440.00	105				1,440.00
4234457	London Borough of Lambeth	3330	21	07/11/2018	277,134.00	277,134.00	54		277,134.00		
4236291	London Borough of Lambeth	3330	21	06/12/2018	31,504.00	31,504.00	25	31,504.00			
	London Borough of Lambeth Total				310,078.00	310,078.00		31,504.00	277,134.00	0.00	1,440.00
4236303	London Borough of Newham	54574	25	06/12/2018	24,000.00	24,000.00	25	24,000.00			
4236666	London Borough of Newham	54574	25	10/12/2018	3,000.00	3,000.00	21	3,000.00			
	London Borough of Newham Total				27,000.00	27,000.00		27,000.00	0.00	0.00	0.00
4236306	LB of Richmond Upon Thames	92507	27	06/12/2018	4,136.00	4,136.00	25	4,136.00			
	LB of Richmond Upon Thames Total				4,136.00	4,136.00		4,136.00	0.00	0.00	0.00
4233921	London Borough Tower Hamlets	9237	30	31/10/2018	25,137.62	25,137.62	61			25,137.62	
	London Borough Tower Hamlets Total				25,137.62	25,137.62		0.00	0.00	25,137.62	0.00
4233890	Transport For London	382905	35	31/10/2018	2,000.00	2,000.00	61			2,000.00	
	Transport For London Total				2,000.00	2,000.00		0.00	0.00	2,000.00	0.00
	Grand Total				1,458,960.96	1,432,355.96		167,067.00	1,052,452.00	84,655.96	128,181.00

Appendix B - Outstanding Other Debts at 31 December 2018

Number	Customer Name	Customer Number	Transaction Date	Original Amount (£)	Balance Due (£)	Days Late
4117848	Creative Innovation	576747	17/03/2014	3,204.39	200.00	1,750
2013/14 debts				3,204.39	200.00	
4129152	Community Business Enfield	577767	10/09/2014	6,249.82	6,249.82	1,573
4140378	Kimbanguist Association of London	583505	16/03/2015	6,009.50	3,656.00	1,386
2014/15 debts				12,259.32	9,905.82	
4226837	LeanLinking ApS	592102	18/07/2018	3,000.00	3.50	166
4230400	West London Alliance	570578	12/09/2018	135.00	135.00	110
2018/19 debts over 90 days				3,135.00	138.50	
4231843	Argus Media Ltd	575395	03/10/2018	150.00	150.00	89
4232006	Poplar Harca	430662	08/10/2018	240.00	240.00	84
4232030	Wellington Street Partners Ltd	588245	08/10/2018	35.00	35.00	84
4232580	Equalities National Council	592630	12/10/2018	17.50	17.50	80
4232637	Paypal (UK) Limited	592652	15/10/2018	35.00	35.00	77
4232886	Cornerstone Training and Support Limited	591151	17/10/2018	3,000.00	3,000.00	75
4232897	East Sussex County Council	82316	17/10/2018	176.40	176.40	75
4232926	LeanLinking ApS	592102	17/10/2018	3,000.00	3,000.00	75
4232943	NHS Lambeth CCG	566733	17/10/2018	312.00	312.00	75
4233576	Environment Agency	275477	29/10/2018	399.60	399.60	63
2018/19 debts over 60 days				7,365.50	7,365.50	
4234685	Environment Agency	275477	12/11/2018	321.30	321.30	49
4234959	East Sussex County Council	82316	14/11/2018	288.00	288.00	47
4235182	Ocean Media Group Ltd	590206	16/11/2018	35.00	35.00	45
4235183	Local Government Association	358901	16/11/2018	96.00	16.00	45
4235279	Tribal Group PLC	588359	19/11/2018	190.20	190.20	42
2018/19 debts over 30 days				930.50	850.50	
4235987	South East Employer's Organisation	467145	03/12/2018	1,138.50	1,138.50	28
4235992	South East Employer's Organisation	467145	03/12/2018	699.60	699.60	28
4236017	Thames Water Utilities Ltd	9121	03/12/2018	1,146.90	1,146.90	28
4236245	Central London Community Healthcare NHS Trust	592535	05/12/2018	243.00	243.00	26
4236662	Velocity RDT Limited	592995	10/12/2018	35.00	35.00	21
4236778	East Sussex County Council	82316	12/12/2018	322.80	322.80	19
4236808	3Fox International Ltd	593056	12/12/2018	226.80	226.80	19
4237122	Headstogether Consulting Ltd	583750	17/12/2018	336.00	336.00	14
2018/19 debts 30 days or less				4,148.60	4,148.60	
Total other debts at 31 December 2018				31,043.31	22,608.92	

Executive

London Councils Priorities to 2022 and Business Plan 2019/20

Item no: 9

Report by: John O'Brien **Job title:** Chief Executive

Date: 26 February 2019

Contact Officer: John O'Brien

Telephone: 020 7934 9509 **Email:** john.o'brien@londoncouncils.gov.uk

Summary This paper sets out the consolidated position around the work to establish a set of London Councils' priorities through to 2022 and an outline of the Business Plan for 2019/20.

Recommendations

- (1) The Executive is asked to note and endorse the process for taking forward and communicating the London Councils' priorities to 2022 and to note the process for agreeing the Business Plan 2019/20.
- (2) The Executive is asked to give some further consideration to challenges in relation to delivering on pledges, as well as encouraging their adoption among all member boroughs and the best means of reporting progress against them to Leaders' Committee by boroughs.
- (3) The Executive is asked to give a view on the proposition to feature one group of pledges at each Leaders' Committee meeting to review progress on fulfilling those pledges. This should allow all of the

pledges to be considered in this way over each twelve month period through to 2022.

Priorities to 2022

1. At its Annual General Meeting in June 2018 the London Councils Leaders' Committee committed to revise its priorities through to 2022. The new Chair of London Councils commenced a process at that meeting of identifying key areas of priority for Leaders and worked with Executive members to develop these further. These were discussed at various meetings of the Executive during the autumn and early winter of 2018/19 and were also the subject of consideration by Leaders at various meetings over a similar period as well.
2. The outcome of that exercise is a series of 46 specific pledges across seven key policy areas that London's borough Leaders have jointly agreed to work on together to deliver. These priorities – entitled 'Our Pledges to Londoners' – are set out at Appendix A.

Communications of Priorities to 2022

3. It is proposed that this set of priorities be disseminated to key stakeholders – via a printed foldout poster with a covering letter to raise awareness of the pledges to councillors, senior officers, key influencers, Government and a variety of London partners, including business, the voluntary sector, the Greater London Authority and wider London public services.
4. It is proposed that this be supported by a media campaign with an overarching media release and a series of interviews for the Chair to launch the pledges. In addition, it is proposed that there should be a number of media releases dealing with the specific theme areas and with relevant Executive members leading in each of those releases. It is proposed that these releases major on specific and newsworthy pledges.
5. In addition to this external facing campaign, we would seek to display posters at 59½ Southwark Street – some of this will follow some re-modelling of parts of the building – and we will feature the pledges in all staff briefings stretching from the beginning of the new financial year through to the all staff event in September. We will also establish an online microsite with some interactive information.

6. We would look to review and revive some parts of the media campaign immediately after the summer period.
7. We will, of course, prepare briefing material for media interventions by individual Executive members. This will include key messages, as well as rebuttals to likely potential challenges.

Implementation Challenges

8. Leaders' Committee has not, in the recent past, sought to promote a strong set of commitments about action by individual councils. The means by which ownership of these pledges is developed and supported – politically and operationally – will need to be considered. In some cases, it could trigger debates about the capacity of individual boroughs and/or London Councils itself to help drive these items and the relative priority that is accorded to them compared to existing borough objectives.
9. A further example of this issue is the extent to which boroughs will be prepared to commit resource to measuring and monitoring progress against these priorities. Clearly, achieving the bulk of these pledges will involve action by individual boroughs across London. London Councils will seek to support that activity and collect data against progress. Members of the Executive are asked to consider the specific ways in which boroughs might be further encouraged to adopt these pledges and report back to Leaders' Committee on progress against them.
10. Subject to discussion of the sort of wider issues highlighted in the preceding paragraphs, it is proposed also that at each meeting of the Leaders' Committee from the meeting after next onward, one of the seven clusters of pledges is featured, in turn, and some commentary is offered by the relevant portfolio holder(s) on progress against that group of pledges. The Executive is asked to comment on this proposition.

Relationship to Business Plan 2019/20

11. The priorities discussed above form part of our broader business plan covering all of London Councils activity – including that not featuring as part of the set of Leaders' Committee priorities through to 2022 – and covers the year 2019/20.

12. The Executive portfolio holders have, since the turn of the year, been meeting with the Chair of London Councils and, where possible, the shadow portfolio holders to discuss the work plan for 2019/20. There are still a small number of these meetings to be concluded.

13. Based on those meetings that have taken place, a current working draft of the 2019/20 Business Plan is set out at Appendix B. Members of the Executive will see that the core work plan for 2019/20 is broken down by the main portfolio areas as follows:

- Transport and Environment
- Crime and Public Protection
- Housing and Planning
- Schools and Children's Services
- Welfare Empowerment and Inclusion
- Health and Adult Social Care
- Grants and Community Services
- Skills and Employment
- Business, Europe and Good Growth
- Finance, Resourcing and Improvement
- Devolution and Public Service Reform
- London Regional Employers

14. Clearly, it will not be possible to finalise this document until all of the meetings between portfolio holders and the Chair have been completed. The Work Plan does highlight specifically more individual items that also feature as part of the Priorities through to 2022.

Next Steps

15. Following consideration by the Executive at this meeting, it is proposed that Leaders' Committee be invited to consider the Priorities to 2022 and the draft of the 2019/20 Business Plan at its meeting on 19th March 2019.

Recommendation

- (1) The Executive is asked to note and endorse the process for taking forward and communicating the London Councils' priorities to 2022 and to note the process for agreeing the Business Plan 2019/20.
- (2) The Executive is asked to give some further consideration to challenges in relation to delivering on the pledges, as well as encouraging their adoption among all member boroughs and the best means of reporting progress against them back to Leaders' Committee by boroughs.
- (3) The Executive is asked to give a view on the proposition to feature one group of pledges at each Leaders' Committee meeting to review progress on fulfilling those pledges. This should allow all of the pledges to be considered in this way over each twelve month period through to 2022.

Financial implications for London Councils

The work plan will be delivered within London Councils' approved budgetary provision.

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 report.

Appendices

A – London Councils Pledges to Londoners

B – London Councils Outline Draft Business Plan 2019/20

London Councils Pledge to Londoners

The London Borough Commitment to Londoners

The Leaders and Mayors of all 32 London boroughs and the City of London Corporation have come together through London Councils, to agree a comprehensive set of plans for joint action that will improve life for Londoners by 2022.

London local government works together in three ways; arguing with one voice for the common interests shared by our different communities; collaborating to deliver better solutions for Londoners by pooling our abilities and efforts; and by delivering directly through London Councils our representative body.

In this plan we list 46 key pledges that we believe offer the most chance of improving the lives of every Londoner by 2022. We have divided these into seven key areas, but they are connected by the common thread of how local borough leadership integrates public services to deliver against the big challenges facing communities across London.

Our pledges describe:

- Individual borough commitments where we share common ambitions;
- The added value that comes from our collaboration through London Councils;
- The direct support that London Councils provides for boroughs to deliver for London.

Housing

London is still growing fast and we need more homes. Yet it is not enough to build either penthouses, or little boxes. Londoners need homes and communities. We must not only build more, we must build for the different needs of different Londoners, whether family homes, council homes or market rents. All homes must meet good standards. All communities need social infrastructure including GP surgeries and schools to be in place as homes are built. London boroughs are already delivering large scale housing projects across the capital. We therefore commit to:

- Seek new powers to further raise our delivery potential and so better meet the needs of London's population through developing an agreement with government on extending the powers and financial flexibilities of London boroughs.
- Create a suite of shared home building services that can be used by all London boroughs. This will include for example:
 - Expanding the London boroughs' collaborative precision manufacturing company PLACE to deliver homes across the capital by 2022.
 - Co-designing with the building industry a standard platform for planning major developments.
 - Ensuring that construction apprentices funded through section 106 deals have access to work and training across all London boroughs.

- Agreeing a common standard across all boroughs to ensure safety and decency for all homes; especially taking action on rogue landlords.
 - We will lobby government to provide new powers so that the financial burden of enforcing standards is paid by rogue landlords themselves and that landlord licensing decisions can be enforced at the borough level.
 - Engage with government to ensure a full response to the Hackitt Review that delivers clear guidance, enforces swift remediation of buildings of all tenures with dangerous cladding and other fire safety issues; and is effectively funded.
- Supporting each other to reduce homelessness through collaboration across London including:
 - Committing to use the boroughs' joint company Capital Letters as a procurement vehicle for temporary accommodation.
 - Providing a homelessness prevention service in every London borough based on boroughs sharing their best in class services and gaining adequate funding from central government.
 - Developing a borough led pan-London strategy to end rough sleeping.
 - Engage government to create more effective and fully funded solutions for homelessness and temporary accommodation in London.

Crime and Public Protection

A safe city is the first duty of London government. London boroughs will do their part to help ensure that every Londoner can feel safe. Acting together, city government can reverse the upward trend in serious violence. We will:

- Protect young people from knife crime through collaboration to deliver violence reduction action plans in each borough based on the contributions of all relevant local agencies.
- Create a platform for sharing by all boroughs, including data sharing, a review of inter-borough protocols and best practise transfer.
- Call for increases in front line police officers to protect Neighbourhood and Community Policing.
- Hold MOPAC and the MPS to account for gaps in policing service that follow from the changes to the configuration of Borough Command Units.
- Better safeguard women and girls through delivery of our VAWG strategy including the establishment of a pan-London approach to commissioning refuges for women suffering domestic abuse.
- Investigate extending the refuge model to young people threatened by gangs; as part of building a wider strategy to protect young people from gangs and county lines criminal enterprises.
- Reach agreement with government on devolving offender rehabilitation to London.
- Work alongside the Mayor to rebalance policing and crime reduction funding to better fit local needs.

- Commit to providing and accepting mutual support following major emergencies and to embody a culture of London wide resilience co-ordination and support within our own authorities reinforced by appropriate support, training and guidance.

Better Health and Care

Most health and care services are provided locally and a healthy life depends on an environment that is shaped locally. The London boroughs are an essential partner to jointly develop faster improvements in our health and care services, while also making London a healthier city. The democratic accountability of London local government is the best foundation on which to engage citizens and build public support for the changing face of 21st century health care. We will:

- Seek agreement on funding and devolved powers in order to offer a new deal to transform London's aging GP and primary care premises as part of a wider improvement in the quality of primary care service offered to all Londoners.
- Develop proposals for a step change in integrated health and care through an offer of borough level commissioning across London, as part of a refreshed devolution agreement.
- Take forward the world class borough collaboration on HIV prevention to collaborate on provision of local sexual health services throughout London.
- Argue for further devolution of public health funding, autonomy and powers to London boroughs.
- Lobby for adequate funding of social care and public health services.

Supporting Business and Inclusive Growth

London is the business capital of Europe and the most outward looking global city on the planet. All London boroughs are committed to nurturing that success and ensuring that all Londoners can share in it. We aspire to be the first choice of every London business when it wants a conversation with London government. London boroughs will work together towards the achievement of these goals by:

- Co-designing a Charter for Business with London businesses, improving London as a place to do business, promoting inclusive growth and positive dialogue.
- Lobbying to ensure that post-Brexit development funding provides at least as much support to London as the current EU ESIF programme.
- Working alongside the Mayor to transform adult skills training through the devolved powers starting in 2019; ensuring that we meet the job aspirations of learners and the skills needs of business in each part of London.
- Working towards a better start for young people through improved careers advice, work experience for every young Londoner and building the case to extend skills devolution to include 14-19 provision.

- Working in partnership with London businesses to help government reform the apprenticeship levy; including using London levy underspends to support training within London.
- Creating a comprehensive local welfare support offer for those transferring to Universal Credit or at risk of homelessness, supported by work with government to develop more effective funding models based on invest to save principles.
- Supporting 55,000 disadvantaged Londoners towards a job through the devolved employment programme agreed with the DWP.
- Lobbying government for co-location and joint working of council and Job Centre Plus services.

Transport and Environment

As London grows, pan-London transport infrastructure improvements are essential to ensure growth without environmental damage or harm to health. Yet it is local interventions, service design and urban planning that creates a liveable city that, for instance, makes walking and cycling accessible to all. London Councils will:

- Support the promotion of a new Clean Air Act and the introduction of ULEZ across much of London to protect Londoners from harmful polluted air.
- Deliver at least 2500 charging points for electric vehicles by 2022, including the option for 20 rapid charge points in each borough.
- Work towards including a target of one tree for every Londoner in our local plans.
- Hold TfL to account for improving the bus route network in every London borough.
- Lobby for improved certainty and levels of local road funding through TfL's LIP process.
- Press for London borough representation on the TfL Board.
- Create, cost and lobby for a programme of local transport infrastructure delivery; addressing enhanced connectivity, platform extensions and related responses to growing demand.
- Lobby for the delivery of major transport investment including CR2, HS2, Euston redevelopment, Bakerloo Line extension, West London Orbital and Tram network.
- Work to agree new forms of London borough influence on the specification, management and award of rail franchises so that the borough voice is at the heart of commissioning; and argue for further devolution to London.
- Lobby for fiscal devolution of transport taxes including a proportion of VED to help fund highway maintenance, and new fiscal levers to unlock home building.

Funding London

London boroughs will work together to ensure that each London borough is better resourced across the full range of public services; to ensure that London receives its fair share of funding; to win more freedom for Londoners to decide how they raise funds for services and to guarantee continuous efficiency improvements in how Londoners' money is spent. We will:

- Lobby to deliver an end to austerity in local government and try and ensure that no London borough loses from the Spending Review 2019.
- Highlight the vital role of cities in funding UK public services by driving economic growth, where London contributes £32.5 billion in taxes after funding its own public services.
- Press for government recognition of the unique cost demands on Britain's cities which in London include 34% of all unaccompanied asylum seeking children, two thirds of all people in temporary accommodation and £54 million on those with no recourse to public funds.
- Press for London's fair share of the Fair Funding Review and recognition that dramatic increases in the costs of supporting SEND are creating unsustainable deficits across local authorities.
- Lobby for the extension of business rates retention and its conversion into a genuinely devolved tax.
- Argue for greater fiscal devolution to London, in line with the London Finance Commission, so that the city can fund the foundations for future growth.

New Ways of Working

All London boroughs are committed to improving our own working practises wherever that can benefit Londoners. We will:

- Explore new opportunities to use commissioning and procurement to create social value, strengthen community institutions and embed resilience in our communities.
- Challenge and support each other to drive improvement and value in our activities.
- Engage with innovations designed to improve outcomes and experiences for Londoners via partners on digital delivery and wider technology and data collaborations.
- Explore how London's governance now compares to other parts of urban England and whether any lessons can be learned in terms of delivering better results for Londoners.

Appendix B

Outline Works Draft Business Plan 2019/20 (Pre completion of work plan following all portfolio holder/Chair meetings and design/production

Foreword

By Chair (to be added)

Purpose

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

- the collective **voice** for London local government. It seeks to be an influential advocate for the interests of boroughs and fights for the resources, powers and freedoms that boroughs need to serve local communities effectively;
- a **hub** for co-ordination and co-operation between boroughs designed to drive better services and outcomes for Londoners;
- a focal point for **brokering** the collective relationship between London local government and partners - nationally and within London;
- the **provider** of the direct delivery of a defined range of services, as well as acting as an incubator for other shared activities, campaigns and initiatives between boroughs.

Key themes

Our key themes are:

Resourcing London

Lobbying for London's interests in the distribution of funding and resources, promoting fiscal devolution and working with boroughs and partners to help mitigate the impact of reductions in resource levels.

Shaping London and its localities

Seeking to boost the supply of housing, supporting moves to allow London to invest in its strategic and local infrastructure, allowing boroughs a critical influence in shaping local places and supporting sustainable growth.

Reforming London's public services

Working to negotiate further devolution for London, brokering on behalf of boroughs with Government and other partners to develop opportunities to lead further reform in public services, as well as supporting reform via shared analysis, learning and frameworks.

Supporting London to deliver

Providing a defined range of direct services to Londoners directly on behalf of boroughs and working to support key political, professional and managerial groupings across London local government.

Influencing and strengthening London local government's wider contribution

Ensuring strong and credible London local government influence on national policy, a critical role in the leadership and governance of the Capital and building key relationships with councils and groups of councils nationally.

Our priorities to 2022

The Leaders and Directly Elected Mayors of all 32 London boroughs and the City of London Corporation have come together through London Councils to agree a comprehensive set of plans for joint action that will improve life for Londoners by 2022.

We have agreed 46 key pledges that we believe offer the most chance of improving the lives of Londoners by 2022. They are connected by the common thread of how local borough leadership integrates public services to deliver against the big challenge facing communities across London.

Not all of these relate directly to action by London Councils itself, but they do describe:

- individual borough commitments where we share common ambitions;
- the added value that comes through our collaboration through London Councils;
- the direct support that London Councils provides for boroughs to deliver for London.

These priorities are set out in full at Appendix 1.

Our work plan

The priorities set out in Appendix A form part of our wider Work Plan. This work is divided into the following key areas:

- Transport and Environment

- Crime and Public Protection
- Housing and Planning
- Schools and Children's Services
- Welfare, Empowerment and Inclusion
- Health and Adult Social Care
- Grants and Community Services
- Skills and Employment
- Business, Europe and Good Growth
- Finance Resourcing and Improvement
- Devolution and Public Service Reform
- London Regional Employers

Our work plan is set out at Appendix 2 (see attached - not yet complete pending Chair meetings with portfolio holders).

Strengthening our organisation

In response to the London Councils Challenge we have been embarked upon a range of work to develop and further strengthen our organisation. This included a wide ranging engagement with external stakeholders and has also featured a series of projects with cross cutting group of staff internally.

As a result of all of that, we will:

- continue to adapt the organisation and its way of working, including the wider introduction of agile working;
- continue working with the internal Challenge working groups to ensure that how we develop our operational model and approach to organisational development resonates with staff;
- continue to manage our resources to drive on-going improvements in value for our member authorities, in a way which continues to meet their needs over the next four years;
- further equip ourselves with the skills, knowledge and competences required to support London local government in this critical period;

- continue to create an environment in which we continue to attract talented people and challenge them to deliver outstanding performance;
- continue to provide members with accountable financial and robust governance mechanisms to enable continued strong political leadership of our work that is transparent and rooted in clear legitimacy.

The way we work

Underpinning the way we work is the following set of principles:

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

London Councils Pledge to Londoners

The London Borough Commitment to Londoners

The Leaders and Mayors of all 32 London boroughs and the City of London Corporation have come together through London Councils, to agree a comprehensive set of plans for joint action that will improve life for Londoners by 2022.

London local government works together in three ways; arguing with one voice for the common interests shared by our different communities; collaborating to deliver better solutions for Londoners by pooling our abilities and efforts; and by delivering directly through London Councils our representative body.

In this plan we list 46 key pledges that we believe offer the most chance of improving the lives of every Londoner by 2022. We have divided these into seven key areas, but they are connected by the common thread of how local borough leadership integrates public services to deliver against the big challenges facing communities across London.

Our pledges describe:

- Individual borough commitments where we share common ambitions;
- The added value that comes from our collaboration through London Councils;
- The direct support that London Councils provides for boroughs to deliver for London.

Housing

London is still growing fast and we need more homes. Yet it is not enough to build either penthouses, or little boxes. Londoners need homes and communities. We must not only build more, we must build for the different needs of different Londoners, whether family homes, council homes or market rents. All homes must meet good standards. All communities need social infrastructure including GP surgeries and schools to be in place as homes are built. London boroughs are already delivering large scale housing projects across the capital. We therefore commit to:

- Seek new powers to further raise our delivery potential and so better meet the needs of London's population through developing an agreement with government on extending the powers and financial flexibilities of London boroughs.
- Create a suite of shared home building services that can be used by all London boroughs. This will include for example:
 - Expanding the London boroughs' collaborative precision manufacturing company PLACE to deliver homes across the capital by 2022.
 - Co-designing with the building industry a standard platform for planning major developments.
 - Ensuring that construction apprentices funded through section 106 deals have access to work and training across all London boroughs.

- Agreeing a common standard across all boroughs to ensure safety and decency for all homes; especially taking action on rogue landlords.
 - We will lobby government to provide new powers so that the financial burden of enforcing standards is paid by rogue landlords themselves and that landlord licensing decisions can be enforced at the borough level.
 - Engage with government to ensure a full response to the Hackitt Review that delivers clear guidance, enforces swift remediation of buildings of all tenures with dangerous cladding and other fire safety issues; and is effectively funded.
- Supporting each other to reduce homelessness through collaboration across London including:
 - Committing to use the boroughs' joint company Capital Letters as a procurement vehicle for temporary accommodation.
 - Providing a homelessness prevention service in every London borough based on boroughs sharing their best in class services and gaining adequate funding from central government.
 - Developing a borough led pan-London strategy to end rough sleeping.
 - Engage government to create more effective and fully funded solutions for homelessness and temporary accommodation in London.

Crime and Public Protection

A safe city is the first duty of London government. London boroughs will do their part to help ensure that every Londoner can feel safe. Acting together, city government can reverse the upward trend in serious violence. We will:

- Protect young people from knife crime through collaboration to deliver violence reduction action plans in each borough based on the contributions of all relevant local agencies.
- Create a platform for sharing by all boroughs, including data sharing, a review of inter-borough protocols and best practise transfer.
- Call for increases in front line police officers to protect Neighbourhood and Community Policing.
- Hold MOPAC and the MPS to account for gaps in policing service that follow from the changes to the configuration of Borough Command Units.
- Better safeguard women and girls through delivery of our VAWG strategy including the establishment of a pan-London approach to commissioning refuges for women suffering domestic abuse.
- Investigate extending the refuge model to young people threatened by gangs; as part of building a wider strategy to protect young people from gangs and county lines criminal enterprises.
- Reach agreement with government on devolving offender rehabilitation to London.
- Work alongside the Mayor to rebalance policing and crime reduction funding to better fit local needs.

- Commit to providing and accepting mutual support following major emergencies and to embody a culture of London wide resilience co-ordination and support within our own authorities reinforced by appropriate support, training and guidance.

Better Health and Care

Most health and care services are provided locally and a healthy life depends on an environment that is shaped locally. The London boroughs are an essential partner to jointly develop faster improvements in our health and care services, while also making London a healthier city. The democratic accountability of London local government is the best foundation on which to engage citizens and build public support for the changing face of 21st century health care. We will:

- Seek agreement on funding and devolved powers in order to offer a new deal to transform London's aging GP and primary care premises as part of a wider improvement in the quality of primary care service offered to all Londoners.
- Develop proposals for a step change in integrated health and care through an offer of borough level commissioning across London, as part of a refreshed devolution agreement.
- Take forward the world class borough collaboration on HIV prevention to collaborate on provision of local sexual health services throughout London.
- Argue for further devolution of public health funding, autonomy and powers to London boroughs.
- Lobby for adequate funding of social care and public health services.

Supporting Business and Inclusive Growth

London is the business capital of Europe and the most outward looking global city on the planet. All London boroughs are committed to nurturing that success and ensuring that all Londoners can share in it. We aspire to be the first choice of every London business when it wants a conversation with London government. London boroughs will work together towards the achievement of these goals by:

- Co-designing a Charter for Business with London businesses, improving London as a place to do business, promoting inclusive growth and positive dialogue.
- Lobbying to ensure that post-Brexit development funding provides at least as much support to London as the current EU ESIF programme.
- Working alongside the Mayor to transform adult skills training through the devolved powers starting in 2019; ensuring that we meet the job aspirations of learners and the skills needs of business in each part of London.
- Working towards a better start for young people through improved careers advice, work experience for every young Londoner and building the case to extend skills devolution to include 14-19 provision.

- Working in partnership with London businesses to help government reform the apprenticeship levy; including using London levy underspends to support training within London.
- Creating a comprehensive local welfare support offer for those transferring to Universal Credit or at risk of homelessness, supported by work with government to develop more effective funding models based on invest to save principles.
- Supporting 55,000 disadvantaged Londoners towards a job through the devolved employment programme agreed with the DWP.
- Lobbying government for co-location and joint working of council and Job Centre Plus services.

Transport and Environment

As London grows, pan-London transport infrastructure improvements are essential to ensure growth without environmental damage or harm to health. Yet it is local interventions, service design and urban planning that creates a liveable city that, for instance, makes walking and cycling accessible to all. London Councils will:

- Support the promotion of a new Clean Air Act and the introduction of ULEZ across much of London to protect Londoners from harmful polluted air.
- Deliver at least 2500 charging points for electric vehicles by 2022, including the option for 20 rapid charge points in each borough.
- Work towards including a target of one tree for every Londoner in our local plans.
- Hold TfL to account for improving the bus route network in every London borough.
- Lobby for improved certainty and levels of local road funding through TfL's LIP process.
- Press for London borough representation on the TfL Board.
- Create, cost and lobby for a programme of local transport infrastructure delivery; addressing enhanced connectivity, platform extensions and related responses to growing demand.
- Lobby for the delivery of major transport investment including CR2, HS2, Euston redevelopment, Bakerloo Line extension, West London Orbital and Tram network.
- Work to agree new forms of London borough influence on the specification, management and award of rail franchises so that the borough voice is at the heart of commissioning; and argue for further devolution to London.
- Lobby for fiscal devolution of transport taxes including a proportion of VED to help fund highway maintenance, and new fiscal levers to unlock home building.

Funding London

London boroughs will work together to ensure that each London borough is better resourced across the full range of public services; to ensure that London receives its fair share of funding; to win more freedom for Londoners to decide how they raise funds for services and to guarantee continuous efficiency improvements in how Londoners' money is spent. We will:

- Lobby to deliver an end to austerity in local government and try and ensure that no London borough loses from the Spending Review 2019.
- Highlight the vital role of cities in funding UK public services by driving economic growth, where London contributes £32.5 billion in taxes after funding its own public services.
- Press for government recognition of the unique cost demands on Britain's cities which in London include 34% of all unaccompanied asylum seeking children, two thirds of all people in temporary accommodation and £54 million on those with no recourse to public funds.
- Press for London's fair share of the Fair Funding Review and recognition that dramatic increases in the costs of supporting SEND are creating unsustainable deficits across local authorities.
- Lobby for the extension of business rates retention and its conversion into a genuinely devolved tax.
- Argue for greater fiscal devolution to London, in line with the London Finance Commission, so that the city can fund the foundations for future growth.

New Ways of Working

All London boroughs are committed to improving our own working practises wherever that can benefit Londoners. We will:

- Explore new opportunities to use commissioning and procurement to create social value, strengthen community institutions and embed resilience in our communities.
- Challenge and support each other to drive improvement and value in our activities.
- Engage with innovations designed to improve outcomes and experiences for Londoners via partners on digital delivery and wider technology and data collaborations.
- Explore how London's governance now compares to other parts of urban England and whether any lessons can be learned in terms of delivering better results for Londoners.

London Councils Business Plan Work Areas by Portfolio

Transport & Environment

Policy and Public Affairs

1. Promote local leadership of transport infrastructure investment to support good growth.
2. Empower boroughs to create a cleaner, healthier city.

Transport and Mobility Services

Freedom Pass

3. Negotiating the Freedom annual settlements with Transport for London (TfL) and other transport operators.
4. Carry out the next major renewal exercise, as ¾ million passes will expire in March 2020.
5. Exploring a significantly different and cheaper way of completing the renewal with additional data cleansing upfront to reduce correspondence costs.

Taxicard Scheme

6. Make further improvements to systems, driving more applications and bookings online.
7. Ensure new contract improvements such as driver training and maximum price guarantee are implemented effectively.

London Lorry Control Scheme

8. Develop and implement outstanding scheme review recommendations.
9. Work with TfL on the implementation of the Direct Vision Standard scheme.

Traffic and Parking Policy and Advice

10. Complete a review of speed enforcement management in London, considering greater borough involvement and options for a transfer of powers from the police to boroughs.

Health Emergency Badge

11. Complete major review of the scheme.

TRACE

12. Continue to provide this valuable service for people whose vehicles have been towed away, driving more interactions on line.

London European Partnership for Transport (LEPT)

13. Maximise funding, networking and knowledge opportunities in Europe and beyond.

London Tribunals

14. Continue to provide the administrative support and infrastructure to the Environment and Traffic Adjudicators and Road User Charging Adjudicators.
15. Implement further system enhancements and efficiencies.
16. Implement changes and additional resources to manage the introduction of the ULEZ scheme.

Crime and Public Protection

Policy and Public Affairs

17. Act to ensure every Londoner feels safe, supported by both front line policing and borough commitment to crime prevention.
18. Work with partners to reduce all forms of serious violence, including violence against women and girls.
19. Ensure effective pan-London resilience.

Housing and Planning

Policy and Public Affairs

20. Accelerate housing delivery to meet London's needs, with the right mix of homes.
21. Ensure Londoners live in safe, good quality and fit for purpose homes – regardless of tenure.
22. Develop solutions to address homelessness in London.
23. Strengthen borough led planning and placemaking.

Schools and Children's Services

Policy and Public Affairs

24. Deliver world-class, inclusive education for London's children and young people that is properly resourced.
25. Create partnerships to keep London's children and young people safe; especially from gangs.

Welfare Empowerment and Inclusion

Policy and Public Affairs

26. Highlight the impact of welfare reform on Londoners; and design a comprehensive local welfare support offer.
27. Promote social integration and inclusion.

Health and Adult Social Care

Policy and Public Affairs

28. Act with partners to transform both access and quality of health and care services for Londoners.
29. Campaign for adequate funding of adult social care and public health.
30. Champion and build on borough public health achievements in enhancing health and wellbeing for Londoners.

Skills and Employment

Policy and Public Affairs

31. Transform the skills system to improve Londoners jobs opportunities and meet business needs.
32. Support disadvantaged Londoners into work and lobby for further reform of employment services to achieve inclusive economic growth.

YPES

33. Ensure appropriate provision is in place for all 16 to 19 year olds (and 16 to 25 year olds with special educational needs and disabilities): influence the development of T-Levels, provide evidence to the Department for Education on post-16 Level 1 and Level 2 qualifications, use the post-16 special educational needs demand and supply research to shape post-16 provision in London and continue to provide evidence to the Department for Education on rising demand and costs
34. Secure additional resources for young people's education and skills in London and maximise the impact of investment: work with the Greater London Authority to shape the next phase of ESF for young people's programmes so that it increases skills levels and reduces NEET across London.
35. Liaise directly with the Department for Education: representation on performance measures, high needs funding and further education.
36. Continue to support local authorities to implement the new 0 to 25 Special Educational Needs system: influence funding, develop the principles for joint commissioning to generate long-term efficiencies and secure opportunities for young people that lead to greater independence into adulthood.

Business, Europe and Good Growth

Policy and Public Affairs

37. Work with London's businesses to improve the city as a place to do business, ensuring inclusive growth.
38. Help local culture and sport services to contribute to stronger communities and Londoners' health and well-being.

Finance, Resourcing and Improvement

Policy and Public Affairs

39. Deliver fair levels of funding for local public services in London.
40. Campaign for more fiscal autonomy in London that goes beyond reforms to business rates and council tax.
41. Support London boroughs to drive continual improvement.
42. Deliver a successful London Office of Technology and Innovation (LOTI).
43. Support local authorities to innovate and transform their service delivery through Capital Ambition initiatives.

Devolution and Public Service Reform

Policy and Public Affairs

44. Investigate the potential to deliver better outcomes for Londoners through learning from governance models across urban England.

Grants and Community Services

45. Continue close working with the Mayor's Office for Policing and Crime to identify and address gaps in services for victims of sexual and domestic violence
46. Undertake feasibility work for the April 2021 to March 2025 Grants Programme
47. Subject to central government negotiations with the European Union, explore potential of maximising Grant funding alongside the UK Shared Prosperity Fund
48. Deliver London Care Services, improving access to placements for borough officers and continue to influence the children's care market
49. Deliver Notify for borough Housing Directors

London Regional Employers Organisation

London Councils provides the London Regional Employers' Organisation which is one of the eleven regional employers' groups which represents the interests of local authorities as major employers across the United Kingdom. We will:

50. Act as the regional employer for London local authorities, undertaking the Employers Joint Secretary Role including regular meetings with Trade Union Side secretaries;
51. As the Employers Regional Secretary, ensure an appropriate deal for London is reached with unions and employers in any pay negotiations for April 2020 onwards;
52. Support and service London Councils member bodies – Greater London Provincial Council GLPC / Greater London Employers Forum GLEF;
53. Support and promote networking, linkages, learning and join up of HR professionals across London boroughs and wider public service partners on all workforce related matters.
54. Provide a conciliation service to support the resolution of local and regional disputes;
55. Promote innovation and transformation of workforce practices which support improvement and efficiency in public service delivery.

Executive

Review of Scale of Election Fees for 2019/20

Item no: 10

Report by: John O'Brien
Date: 26th February 2019
Contact Officer: Christiane Jenkins
Telephone: 020 7934 9540 **Email:** Christiane.jenkins@londoncouncils.gov.uk

Summary	The attached report deals with revisions to the scale of fees and expenses which can apply for elections in London boroughs in 2019/20. There are no scheduled London elections in 2019, however the need remains for these fees to be agreed in case any elections are called.
Recommendations	The Executive is asked to note and commend the proposed scale of fees and expenses, as outlined in Appendix 1, as guidance for the London boroughs, with effect from 1 April 2019.

Review of Scale of Election Fees for 2019/20

Introduction

1. A review of the scale of election fees, produced by the London Branch of the Association of Electoral Administrators, is attached as an appendix. This scale has also been considered and endorsed by the London Elections Management Board. London boroughs were first empowered to fix their own scales of election fees in 1974. It has been the practice of London Councils and its predecessor bodies to receive a report and commend a London-wide scale of fees for adoption by individual boroughs.

Basis for Review of Scale of Fees for Local Borough Council Elections and Referendums

2. Members agreed to adopt the thorough revision in fees that was recommended in 1990 and to revise the fees annually thereafter. The established practice has been to revise all fees and expenses (where not stated as “actual and necessary cost”) in accordance with the previous year’s local government pay increases.
3. A local government pay award of 2 per cent has been agreed for the coming year. Therefore, it is proposed that:
 - Part A fees are increased by 2 per cent for the twelve months commencing 1 April 2019. These are the fees received by Returning Officers and Deputy Returning Officers.
 - Part B fees are increased by 2 per cent for the twelve months commencing 1 April 2019. These are the fees paid to Presiding Officers, Poll Clerks and others engaged on the election.
4. It is proposed that the scale should continue to form the basis for fees and expenses for referendums under the Local Government Act 2000 and any subsequent London borough mayoral elections. The further scale is to cater for any combined London borough and mayoral elections. It is proposed that the formula – where its use is appropriate – remains as a 20% increase when a combination is required. This formula was reduced from 25% in 2010 to bring it into line with the government costing assumptions for combined polls.

5. In Part B of the scale, most fees are shown as hourly rates to cater for any staff working only part of the day and any elections and referendums using non-standard polling times.
6. The Maximum Recoverable Amounts (MRAs) for the services and expenses required to conduct polls no longer come with a list of assumptions upon which the sum is based. This makes the long-standing London Scale of fees and expenses an ever more important guide upon which most, if not all, London boroughs' base their poll, count and postal vote staff fees. Therefore, it is recommended that the fees and expenses as set out in Appendix 1, which have been in place and successfully underpinned the planning and budget assumptions for London Boroughs Returning Officers since 1990, are commended to individual boroughs

Recommendation

The Executive is recommended to note and commend the attached Scale of Election fees and expenses as outlined in Appendix 1.

Appendices

Appendix 1: Proposed Scale of Election Fees 2019/20

Financial Implications for London Councils:

There are no financial implications arising from this report.

Legal Implications for London Councils:

There are no legal implications arising from this report.

Equalities Implications for London Councils:

There are no equalities implications arising from this report.

Scale of Returning Officers'/Counting Officers' Fees and Expenses 2019/20

London Borough Council Elections, Referendums and Mayoral Elections

Part A – Fees

	Existing 2018/19	Proposed 2019/20	Combined 2019/20
I In a contested election:			
(1) For conducting the election and generally performing the duties which a returning officer/counting officer is required to perform under any enactments relating to the election of London borough councillors or mayoral referendums or mayoral elections, other than any duties for which separate fees are prescribed herein:			
For each ward not exceeding five	£230.39	£235.00	£282.00
For each additional ward	£46.39	£47.32	£56.78
In addition, if the number of registered local government electors in a ward on the fifth day before the election exceeds 2,000 there shall be paid:			
For every 1,000 electors or fraction thereof over 2,000 in each ward	£23.69	£24.16	£28.99
(2) For services in connection with the issue and receipt of the ballot papers of persons entitled to vote by post:			
For the first ward	£90.27	£92.08	£110.50
For each additional ward	£28.20	£28.76	£34.51
In addition, for every 100 postal voters on the final day for applications in each ward	£2.82	£2.88	£3.46

	Existing 2018/19	Proposed 2019/20	Combined 2019/20
(3) Allowance for poll cards			
(a) For the preparation, first revision and the issue of the cards on the occasion of an election:			
(i) For each ward	£63.47	£64.74	£64.74
(ii) For every 500 cards or fraction thereof above 7,000 and up to and including 10,000 for each ward	£8.09	£8.25	£8.25
(iii) For every 500 cards or fraction thereof above 10,000 for each ward	£3.56	£3.63	£3.63
(b) For each revision after the first prior to the issue of the cards:			
For each ward	£31.62	£32.25	£32.25
(4) For a person appointed by the returning officer/counting officer to discharge his/her functions under the Representation of the People Act 1983, Section 35(4), where the functions of such person include those specified in Rules 45 to 50 of the Local Elections (Principal Areas) (England and Wales) Rules 2006:			
For each ward	£124.27	£126.76	£152.11
II In an uncontested election:			
For the services specified in paragraph I (1) of this part of the Schedule:			
For each ward	£154.48	£157.57	£189.08

Part B – Expenses

	Existing 2018/19	Proposed 2019/20	Combined 2019/20
In no case shall a charge exceed the sum actually and necessarily paid or payable by the returning officer/counting officer. Subject thereto the charges shall be as follow:-			
(1) (a) For the presiding officer at each polling station open the normal statutory hours of 7 am until 10 pm other than a Saturday, Sunday or public holiday, not exceeding	£325.74	£332.25	£398.70
(b) For a presiding officer for each hour of opening at a polling station where opening hours vary from the normal hours, not exceeding	£21.68	£22.11	£26.53
(c) For a presiding officer for each hour of opening at a polling station open on a Saturday, Sunday or public holiday, not exceeding	£32.54	£33.19	£39.83
(d) In addition, a further sum may be paid to the senior presiding officer at the polling place (whether including one or more polling stations) who acts as overall presiding officer, not exceeding	£20.40	£20.81	£24.97
(e) In addition, a further sum may be paid to the presiding officer who acts as overall presiding officer at a polling place to which there are assigned not less than 3,000 voters (excluding absent voters other than those for whom proxies have been appointed), not exceeding	£20.09	£20.49	£24.59
(2) (a) For each poll clerk at a polling station open the normal statutory hours of 7 am until 10 pm other than a Saturday, Sunday or public holiday, not exceeding	£220.17	£224.57	£269.49
(b) For a poll clerk for each hour of duty at a polling station open other than Saturday, Sunday or public holiday if not 7 am to 10 pm, not exceeding	£14.69	£14.98	£17.98
(c) For a poll clerk for each hour of duty at a polling station open on a Saturday, Sunday or public holiday, not exceeding	£21.93	£22.37	£26.84

	Existing 2018/19	Proposed 2019/20	Combined 2019/20
<p>(3) (a) For each person appointed as a polling station inspector or visiting officer if appointed for the normal statutory hours of 7 am until 10 pm other than a Saturday, Sunday or public holiday, not exceeding</p> <p>(b) For a polling station inspector or visiting officer for each hour of duty on a Saturday, Sunday or bank holiday if not 7 am to 10 pm, not exceeding</p> <p>(b) For a polling station inspector or visiting officer for each hour of duty on a Saturday, Sunday or bank holiday, not exceeding</p>	<p>£346.14</p> <p>£23.05</p> <p>£34.63</p>	<p>£353.06</p> <p>£23.51</p> <p>£35.32</p>	<p>£423.67</p> <p>£28.21</p> <p>£42.38</p>
<p>(4) For the remuneration of persons employed in issuing and receiving the ballot papers of persons entitled to vote by post:</p> <p>(a) For every 100 persons or fraction thereof of persons entitled to vote by post, for each ward</p> <p>(b) For the person or persons appointed to manage the processes for the issue or receipt of postal votes, for each ward, not exceeding</p>	<p>£106.95</p> <p>£111.18</p>	<p>£109.09</p> <p>£113.40</p>	<p>£130.91</p> <p>£136.08</p>
<p>(5) (a) For each person appointed as a count assistant in connection with the verification and counting of the votes:</p> <p>(i) For each hour or part thereof at a night-time verification or count, not exceeding</p> <p>(ii) For each hour or part thereof at a day-time verification or count, not exceeding</p> <p>(b) For each person appointed to act as count supervisor:</p> <p>(i) For each hour or part thereof at a night-time verification or count, not exceeding</p> <p>(ii) For each hour or part thereof at a day-time verification or count, not exceeding</p>	<p>£27.29</p> <p>£18.92</p> <p>£37.28</p> <p>£25.80</p>	<p>£27.84</p> <p>£19.30</p> <p>£38.03</p> <p>£26.32</p>	<p>£27.84</p> <p>£19.30</p> <p>£38.03</p> <p>£26.32</p>

	Existing 2018/19	Proposed 2019/20	Combined 2019/20
(5) (c) For each person appointed to act as a senior count supervisor:			
(i) For each hour or part thereof at a night-time verification or count, not exceeding	£47.38	£48.33	£48.33
(ii) For each hour or part thereof at a day-time verification or count, not exceeding	£32.69	£33.34	£33.34
(6) For clerical and other assistants employed by the returning officer/counting officer or deputy returning officer for the purposes of the election or referendum, excluding charges for employer's share of superannuation contributions where payable:			
For each ward not exceeding five	£1019.75	£1040.15	£1248.18
For each additional ward	£201.96	£206.00	£247.20
In addition, if the number of registered local government electors in a ward on the fifth day before the election exceeds 2,000 there shall be paid:			
For every 1,000 electors or fraction thereof over 2,000 in each ward	£61.15	£62.37	£74.84
(7) For employment of persons on sorting, checking and other duties in connection with the issue of poll cards, for every 100 cards or fraction thereof	£4.44	£4.53	£4.53
(8) (a) For the attendance at a training session of each person appointed by the returning officer/counting officer or deputy returning officer, not exceeding	£32.79	£33.45	£33.45
(b) For the provision of training any person appointed for the purposes of the election or referendum, for each training session, not exceeding	£181.46	£185.09	£185.09

		Existing 2018/19	Proposed 2019/20	Combined 2019/20
(9)	(a) For travelling expenses incurred by the returning officer/counting officer in connection with the conduct of the election/referendum (b) For travelling expenses incurred by other staff in connection with the conduct of the election/referendum	Actual and necessary cost Actual and necessary cost or such fixed sum as shall be settled by each returning officer/counting officer for appropriate employees in the light of the actual and necessary costs on average to be incurred having regard to the availability and cost of public or other suitable transport		
(10)	Expenses incurred in printing and providing ballot papers	Actual and necessary cost		
(11)	Expenses incurred in printing and providing notices, documents and devices required in and about the election or referendum and costs of publishing or purchasing the same	Actual and necessary cost		
(12)	Expenses incurred in printing and providing poll cards	Actual and necessary cost		
(13)	For hand delivery of poll cards	Not greater than the cost of Royal Mail postage		
(14)	For hand delivery of postal ballot papers to addresses within the London borough of the returning officer/counting officer	Not greater than the cost of Royal Mail first class postage		
(15)	Expenses incurred in the renting of any building or room for the purpose of the election and for expenses of heating, lighting and cleaning any building or room for such purposes	Actual and necessary cost		
(16)	Expenses incurred in adapting and fitting up any building or room for the purpose of the election (including the provision of voting compartments and any necessary furniture) and restoring it to fit condition for its normal use	Actual and necessary cost		
(17)	Expenses incurred in providing ballot boxes, including repairs	Actual and necessary cost		
(18)	Expenses incurred in the conveyance of ballot boxes and ballot papers to and from polling places	Actual and necessary cost or such fixed sum as shall be settled by each returning officer/counting officer		
(19)	Expenses incurred in the conveyance of furniture, equipment and documents necessary for polling stations and the count	Actual and necessary cost		
(20)	For every stamping instrument required to be purchased, hired, altered or repaired	Actual and necessary cost		
(21)	For general stationery, postage, telephone calls, bank charges, employer's share of superannuation contributions (where payable) and miscellaneous expenses	Actual and necessary cost		