

Leaders' Committee

London Councils Business Plan 2019/20

Item no: 19

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Summary This paper sets out the main text of London Councils' Business Plan for 2019/20. The content of this and the agreed work areas, as reflected in Appendix Two attached, summarises the discussions which have taken place in recent months with the Chair of London Councils and individual Portfolio Holders. Leaders' Committee previously noted a working draft of this document – prior to the completion of the suite of Portfolio Holder meetings with the Chair, on 19 March 2019.

Recommendations

- Leaders' Committee is asked to note the main text of the London Councils Business Plan for 2019/20

Main Text of London Councils Business Plan 2019/20

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.

They 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.

Our work plan

The priorities set out in full at Appendix One, 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
- Young People's Education and Skills
- Business, Europe and Good Growth
- Finance Resourcing and Improvement
- Devolution and Public Service Reform
- Grants and Community Services
- London Regional Employers

Our work plan is set out at Appendix Two

Strengthening our organisation

In response to the London Councils Challenge we have 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 groups 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 help 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.

Recommendations:

- Leaders' Committee is asked to note the main text of the London Councils Business Plan for 2019/20

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:

- **Appendix One:** Priorities to 2022;
- **Appendix Two:** London Councils Business Plan Work Areas by Portfolio.

Appendix One

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; supporting in work progression and 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 Two

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 Pass 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.

Young People's Education and Skills

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).
34. Secure additional resources for young people's education and skills in London and maximise the impact of investment.
35. Liaise directly with the Department for Education 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.

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. Scope out and agree proposals 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

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.