

Executive

3 March 2020: 9.30 am

London Councils offices are wheelchair accessible

Location: Room 5

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* Declarations of Interests

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- 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 21st January 2020 09:30 am**

Cllr Peter John OBE was in the chair

Present

Member	Position
Cllr Peter John OBE	Chair
Cllr Julian Bell	
Cllr Darren Rodwell	
Cllr Georgia Gould	
Cllr Ray Puddifoot MBE	
Cllr Muhammed Butt	
Cllr Ruth Dombey	
Cllr Ravi Govindia CBE	Substitute

London Councils officers were in attendance.

1. Apologies for absence and announcement of deputies

Apologies were received from Cllr Clare Coghill, Cllr Teresa O'Neill OBE (with Cllr Govindia substituting) and Catherine McGuinness.

In addition, the Chief Executive informed the Executive that Cllr Nickie Aiken had now resigned from the Executive. Consequent changes to the Executive would be put to the next meeting of the Leaders' Committee.

2. Declaration of interest

There were no declarations of interest.

3. Minutes of the Executive Meeting held on 12th November 2019

The minutes of the Executive meeting held on 12th November 2019 were agreed as an accurate record of the meeting

4. Chief Executive Update

The Chief Executive introduced the report, informing members that the paper updated the Executive on a range of developments since their last meeting:

- Group Leaders had written to the Secretary of State for Housing, Communities and Local Government and the Minister for London following the outcome of the general election, seeking meetings with both, and there had been a meeting with the Minister for Local Government regarding the Local Government Finance Settlement

- The work of the nine Regional lead chief executives in relation to Brexit had shifted focus to concentrate on the more medium-term issues flowing from the forthcoming withdrawal from the European Union
- The Chair had written to Executive members in December regarding the themes and agreed outcomes from the Awayday, following on from the General Election.

The Chair asked for feedback on the report, and also for members to consider the lobbying issues related to national and London priorities, following the December election. Members made the following comments:

- In terms of lobbying, there was a need to achieve balance between the requirements of London and national priorities
- in lobbying government, previous statements made by the previous Mayor of London, regarding the importance of investment in London, should be reiterated, and that the National Infrastructure Strategy was also supportive of London as an investment focus
- there would be some value in better understanding the stated priorities and specific progress being advanced for consideration by other regional groupings

The Corporate Director of Policy and Public Affairs was happy to provide a summary of such projects, but felt that an understanding of the timing of those projects as well as their funding methods was important, to enable members to compare national priorities with those in London.

The Chair summarised the discussion, recognising the importance when lobbying government to have full knowledge of London's requirements, whether projects were looking for financial guarantees or direct funding, how London's requirements integrated with national priorities, and to achieve the right level of engagement within government departments. Officers would provide a short summary of key London Local Government Budget 2020 costs to use by Executive members. This would reflect the written submission London Councils would make ahead of the 11th March Budget.

In addition, the Chief Executive confirmed that conversations were taking place with ministers arising from sending the Ministerial letters following the election.

Members noted the report.

5. Business Planning 2020/21

The Chief Executive introduced the paper, mentioning that the report sought agreement for the business planning process initially set out in the Chair's letter sent to Executive members in December 2019.

Cllr Bell mentioned that climate emergency was not specifically included in the Pledges and noted that boroughs had already made decisions regarding the allocation of relevant funds, most boroughs having now declared climate emergencies.

Cllr Govindia felt that climate change work should inform all the outcomes of the Pledges rather than being seen as stand-alone.

Members recognised the importance of jointly driving the climate change agenda by both the Mayor and boroughs, particularly in view of the present Mayor's pledge to make London carbon neutral by 2030. They also recognised that the challenge presented the opportunity for innovative policy making which linked in the affordability and environmental aspirations of London's communities.

Members agreed the approach to business planning, and that officers would now work with portfolio holders and shadow members over the next few weeks, leading to an extensive collective discussion on relative priorities at the March 2020 Executive. The Chief Executive confirmed that the planning process would take account of the points raised in both this and the previous item and would also have regard to the outcomes of the election.

Cllr Govindia mentioned the present gap in the permanent appointment to the position of Deputy Mayor for Housing and felt that this should be raised as an issue. Cllr Rodwell confirmed that Jules Pipe was undertaking the role on a temporary basis and that he would communicate members' concerns to City Hall about the importance of filling this vacancy on a permanent basis.

6. Review of Scale of Election Fees 2020/21

The Chief Executive reported that this report was submitted annually and contained recommendations of the London Elections Management Board, informed by the London branch of the Electoral Administrators, proposing an increase in election fees and expenses for 2020/21 in line with recent pay awards.

Members were invited to commend the report to boroughs.

Executive noted the report and commended it to boroughs.

The meeting closed at 10.15.

Action points

	Item	Action by	Progress
4.	Chief Executive Update <ul style="list-style-type: none">• Summary to be compiled of funding priorities advanced by other regional groupings• Short summary of key London local government Budget 2020 asks to be circulated for use by executive members	Corporate Director of Policy and Public Affairs	Ongoing
		Director of Policy and Public Affairs	Ongoing

Executive

Chief Executive Update

Item no: 4

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

Date: 3 March 2020

Contact Officer: John O'Brien

Summary: This report briefly captures progress on a range of issues since the last meeting of the Executive.

Recommendations: The Executive is asked to note the Update report and to:

- raise any issues on questions flowing from it;
 - in particular, provide further guidance on the issue of the future balance between Executive and Leaders' Committee meetings first raised at the Executive Awayday towards the end of 2019.
-

Chief Executive Update

1. Introduction

This report briefly captures progress on a range of issues since the last meeting of the Executive.

2. Ministerial Changes

Following the reshuffle in February, Group Leaders wrote to the new Chancellor of the Exchequer and the new Minister for London – to congratulate them respectively on their appointments and set out some key planks of the London Councils lobbying position. An initial meeting with the Minister for London for Group Leaders is being arranged and, it is hoped, he will accept an invitation for a breakfast or dinner with the Executive as a whole.

3. Budget 2020

London Councils detailed submission to HM Treasury on Budget 2020 was submitted at the end of January. This was circulated to all Leaders. In addition, the one page summary of key ‘asks’ for political use – as commissioned by Councillor Govindia at the last Executive meeting – has been shared initially with him and Group Leaders and now all Executive members.

4. Spending Review and Fair Funding Review

Discussions have continued at official level seeking to influence the Spending Review and Fair Funding Review and to focus on some specific challenges, including Unaccompanied Asylum Seeking Children, Housing and Homelessness and Special Educational Needs. These have involved officers from London Councils and boroughs as well as Government officials.

A summary of the key lobbying points that London Councils wants to make in respect of the Fair Funding Review will be shared with all Leaders and Chief Executives.

Following the Congress of Leaders and the Mayor meeting in February, we are continuing to align efforts where relevant with City Hall on behalf of London.

5. Devolution White Paper

We are continuing to work with City Hall and with other London partners, including the Centre for London, to try and promote the idea that London is considered as part of the Government's future devolution ambitions and as part of the promised White Paper.

6. Governance

The study being undertaken by Localis looking at London governance – 20 years on from the introduction of the Mayor and Assembly – and the evolution of governance in urban England more widely in the last five years, has commenced. London Councils is supporting this piece of work. Councillors Georgia Gould and Teresa O'Neill are part of a wider reference group that will be discussing the early stages of Localis' work on the afternoon of 24th March.

7. London 2050

London Councils is also supporting the Centre for London's work on the challenges facing London through to 2050. We will be discussing with Centre for London the nature of the outputs and a timescale for wider engagement.

8. 'Asks' of Mayoral Candidates

London Councils 'asks' of Mayoral candidates was published on 18th February and was accompanied by a joint letter from the Group Leaders. Copies have been sent to all Leaders and Chief Executives.

9. Awayday Outcomes

The Chair wrote to Executive members on 20th December setting out a range of outcomes for the Awayday discussion held earlier in the Autumn. He proposed that there should be a longer, collective discussion about the 2020/21 Business Plan at this March meeting of the Executive. This was with a view to providing an opportunity for mutual challenge about that small number of key areas where we need to focus our drive for broader collaboration and in order to realise the ambitions of the agreed Pledges. This process was agreed by the Executive in January and there is a separate report on this agenda designed to facilitate that longer collective discussion.

Further work on legal, constitutional and financial models is also progressing.

10. Balance of Executive and Leaders' Committee Meetings

At the Awayday last Autumn, members expressed an interest in re-considering the balance between the number of Leaders' Committee meetings each year and the number of Executive meetings. Some Executive members expressed the view that it was very hard to get meaningful business transacted effectively in a body of 33 members. There was a view that the Executive was better suited to driving forward London Councils' work on behalf of London local government but, in order to engage more effectively with that, it needed to meet more frequently. A smaller number of Leaders' Committee meetings each year, it was felt by some, would allow that body to be an opportunity to make those sessions more of a Forum, perhaps with specific topics being dealt with at each meeting and with selected external guests, rather than being seen as primarily a decision making meeting.

We have given some preliminary consideration to this idea. Clearly, the decision to make any such changes would need to be made at the Leaders' Committee Annual General Meeting in June. It is anticipated that were the Executive still of a mind to pursue this idea, it would be sensible for it to be canvassed at the respective party group meetings on 24th March.

We would, of course, need to provide full advice to the Leaders' Committee AGM in June in order to help the Committee come to a view. That would include legal advice about decision making powers. Certain matters are reserved for Leaders' Committee and could not easily be delegated. The bulk of business guiding lobbying and advocacy work, however, could be overseen by the Executive within an overall framework agreed by Leaders' Committee.

Potentially the more significant issue is about the possible impact on the sense of engagement and 'buy in' that Councils whose Leaders are not part of the Executive would feel about changing the nature of Leaders' Committee.

A quick initial summary of some of the potential advantages and disadvantages of such a move is captured below.

Some Potential Advantages	Some Potential Disadvantages
<ul style="list-style-type: none"> • More frequent Executive meetings would help provide stronger political engagement with various strands of London Councils' work on greater continuity of issues • Leaders' Committee could be made into a more interesting Forum style discussion on themed issues, potentially involving invited guests rather than attempting to be primarily a decision making body • Leaders' Committee could still retain key decision making responsibility for major issues, eg overall framework for activity, budget etc • Could make better overall use of members' time and focus the roles of Executive and portfolio holders more clearly 	<ul style="list-style-type: none"> • Notwithstanding the differentiation between the two bodies, Leaders' Committee would still legally need to agree certain items of business and create a framework for the Sub-Committee to operate within. This could begin to erode the differentiation aspired to • Will a broader group of authorities accept the validity of conclusions reached by the Executive where they have not had a formal opportunity to influence that? That issue exists in the current structure, of course, but there are currently more frequent opportunities to secure Leaders' Committee buy-in on particularly sensitive issues. • Would such a change impact on the viability of political group meetings? • However much the 'theory' of such a change can be justified and seen to offer advantages to all Leaders and authorities, in practice could this lead to a sense of less ownership and engagement with London Councils that, over time, could weaken London local government overall?

One potential route into a more modest reform would be to consider a shift in the balance, but not as radical as that canvassed by some members last Autumn – when two Leaders' Committee meetings a year was discussed. It would, for example, be possible to have a Leaders' Committee meeting that focused on particular themes, with guest speakers, as well as undertaking one piece of core London Councils business at each one. This could look something like: June (AGM); October (reviewing party conferences and setting the agenda for the political cycle ahead); December (setting the budgets); and March (focus on the next political cycle and business plan for year ahead). This could be complemented by Executive meetings in, say, July, September, November, January, late February/early March and May.

At this point, we are simply testing the continued appetite of the Executive to pursue such a change. If such an appetite does continue, it is suggested that it is canvassed at party group meetings on March 24th and officers will work to develop a full piece of advice for Leaders' Committee in June.

11. Purdah for Mayoral and Assembly Elections

I shall be writing shortly to all staff and to Executive members about our observance of the pre-election purdah period ahead of the Mayoral and Assembly elections on 7th May.

12. Recommendations

The Executive is asked to note the Update report and to:

- raise any issues on questions flowing from it;
- in particular, provide further guidance on the issue of the future balance between Executive and Leaders' Committee meetings first raised at the Executive Awayday towards the end of 2019.

Financial Implications for London Councils

None within this paper.

Legal Implications for London Councils

None specifically flowing from this paper.

Equalities Implications for London Councils

None specifically flowing from this paper.

Executive

Business Plan 2020/21

Item no: 5

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

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

Recommendations: The Executive is asked to:

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

Business Plan 2020/21

Introduction

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

Background and Process

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

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

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

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

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

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

Draft Content

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

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

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

1. Finance Performance & Improvement

Delivering fair levels of funding for local public services in London

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

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

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

Supporting London boroughs to drive continual improvement

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

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

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

2. Skills and Employment

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

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

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

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

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

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

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

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

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

Ensure effective pan-London resilience

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

4. Business Europe and Good Growth

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

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

5. Health and Social Care

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

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

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

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

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

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

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

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

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

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

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

7. Transport and Environment

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

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

Promote transport infrastructure investment for London to support good growth.

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

Transport and Mobility Services

Freedom Pass

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

Taxicard

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

London Lorry Control Scheme

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

Traffic and Parking Policy and Advice

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

Health Emergency Badge (Urgent Care Badge)

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

TRACE

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

London European Partnership for Transport (LEPT)

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

London Tribunals

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

8. Housing and Planning

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

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

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

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

Developing solutions to address homelessness in London

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

Enabling borough placemaking and planning:

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

9. Welfare Empowerment and Inclusion

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

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

Optimising migration, social integration and inclusion

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

10. Regional Employers

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

11. Grants

Fund partners to tackle homelessness and combat sexual and domestic violence

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

Key Questions to aid collective discussion

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

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

Recommendations

The Executive is asked to:

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

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

Financial Implications for London Councils

None within this paper.

Legal Implications for London Councils

None specifically flowing from this paper.

Equalities Implications for London Councils

None specifically flowing from this paper.

Business Plan Portfolio Holder Priorities

1. Finance Performance & Improvement

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

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

Outputs

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

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

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

Outputs

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

3 Supporting London boroughs to drive continual improvement

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

Outputs

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

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

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

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

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

Outputs

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

2. Skills and Employment

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

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

Outputs:

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

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

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

Outputs:

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

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

3. Crime & Public Protection

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

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

Outputs:

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

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

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

Outputs

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

3 Ensure effective pan-London resilience

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

Outputs:

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

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

4. Business Europe and Good Growth

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

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

Outputs:

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

5. Health and Social Care

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

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

Outputs

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

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

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

Outputs

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

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

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

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

Outputs

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

6. Schools and Children's Services

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

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

Outputs

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

Note:

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

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

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

Outputs:

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

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

7. Transport and Environment

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

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

Outputs

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

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

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

Outputs

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

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

Transport and Mobility Services

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

Outputs

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

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

Outputs

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

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

Outputs

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

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

Outputs

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

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

Outputs

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

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

Outputs

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

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

Outputs

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

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

Outputs

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

8. Housing and Planning

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

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

Outputs

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

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

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

Outputs

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

3 Developing solutions to address homelessness in London:

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

Outputs:

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

4 Enabling borough placemaking and planning

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

Outputs:

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

9. Welfare Empowerment and Inclusion

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

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

Outputs

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

2 Optimising migration, social integration and inclusion

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

Outputs

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

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

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

10. Regional Employers

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

Outputs:

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

11. Grants

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

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

Outputs

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

Executive

Month 9 Revenue Forecast 2019/20

Item no: 6

Report by: Frank Smith **Job title:** Director of Corporate Resources
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Summary

This report summarises actual income expenditure recorded in the accounts as at 31 December 2019 (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 the position on London Councils reserves. The summary forecast outturn position is as follows:

	M9 Actual	Budget	Forecast	Variance
	£000	£000	£000	£000
Total expenditure	283,865	381,774	379,132	(2,642)
Total income	(284,536)	(379,918)	(379,448)	470
Use of reserves	-	(1,856)	(1,979)	(123)
Net deficit/(surplus)	(671)	-	(2,295)	(2,295)
Net expenditure by Committee				
Grants	265	-	(21)	(21)
Transport and Environment	(243)	-	(743)	(743)
Joint	(693)	-	(1,531)	(1,531)
Net deficit/(surplus)	(671)	-	(2,295)	(2,295)

Recommendations

The Executive is asked to note the overall forecast surplus as at 31 December 2019 (Month 9) of £2.295 million, which compares to a forecast surplus at month 6 of £1.790 million and note the position on reserves as detailed in paragraphs 19 and 20.

Month 9 Revenue Forecast 2019/20

Introduction

1. London Councils revenue expenditure budget for 2019/20, as approved by the Leaders' Committee in December 2018, was £382.765 million. The budget was then adjusted to reflect the decision of TEC to bring forward underspends of £133,000 that arose in 2018/19 into the current year. In addition, the TEC budget was reduced by a further £621,000 on confirmation of the finalised funding available from boroughs and TfL for the Taxicard Scheme in 2019/20 and £503,000 for Rail Delivery Group payments, making a revised expenditure budget for 2018/19 of £381.774 million.
2. The corresponding revenue income budget approved by the Leaders' Committee in December 2018 was £382.765 million, which included an approved transfer of £1.724 million from reserves. Additional transfers from reserves of £133,000 were made to cover carry forward expenditure (see paragraph 1), plus reduced Taxicard funding from the boroughs of £621,000. Finally, there was a reduction in Borough contributions to the Rail Delivery Group of £503,000. Total revised income, therefore, is budgeted to be £381.774 million, of which £1.856 million is an approved transfer from reserves to produce a balanced budget for the year.
3. This report analyses actual income and expenditure after nine months 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 and Expenditure Forecast 2019/20, as at 31 December 2019.

	M9 Actual	Budget	Forecast	Variance
Expenditure	£000	£000	£000	£000
Employee Costs	4,049	5,742	5,404	(338)
Running Costs	2,411	3,562	3,563	1
Central Recharges	641	491	896	405
Total Operating Expenditure	7,101	9,796	9,893	68
Direct Services	7,304	9,221	9,630	409
Payments in respect of Freedom Pass and Taxicard	263,671	355,105	352,014	(3,091)
Commissioned grants services	4,608	6,173	6,151	(22)
London Funders Group	60	60	60	-
S.48 ESF commissions	858	102	858	756
Improvement and Efficiency work	75	201	140	(61)

YPES Regional/Provider Activities	19	50	50	-
Challenge Implementation Fund	39	525	80	(445)
Commissioning and Research	130	542	286	(256)
Total Expenditure	283,865	381,774	379,132	(2,642)
Income				
Contributions in respect of Freedom Pass and Taxicard	(264,322)	(355,254)	(352,954)	2,300
Borough contribution towards grant payments	(5,053)	(6,173)	(6,382)	(209)
Borough contribution towards YPES payments	(180)	(180)	(180)	-
Income for direct services	(7,882)	(9,790)	(10,487)	(697)
Core Member Subscriptions	(4,146)	(5,744)	(5,744)	-
Borough contribution towards LCP payments	(440)	(496)	(454)	42
Government Grants	(448)	(58)	(447)	(389)
Interest on Investments	(131)	(74)	(175)	(101)
Other Income	(236)	(285)	(322)	(37)
Central Recharges	(1,698)	(1,864)	(2,303)	(439)
Transfer from Reserves	-	(1,856)	(1,979)	(123)
Total Income	(284,536)	(381,774)	(381,427)	347
Net Expenditure	(671)	-	(2,295)	(2,295)
Applied to Funding Streams				
Grants Committee	265	-	(21)	(21)
Transport and Environment Committee	(243)	-	(743)	(743)
Joint Committee Functions	(693)	-	(1,531)	(1,531)
Net Expenditure	(354)	-	(2,295)	(2,295)

Revenue Forecast Position as at 31 December 2019 – 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	212	328	277	(51)
Running Costs	23	19	23	4
Central Recharges	222	227	251	24
Total Operating Expenditure	457	574	551	(23)
S.48 Commissioned services	4,608	6,173	6,151	(22)
S.48 ESF Commissioned services	858	102	858	756
London Funders Group	60	60	60	-
Total Expenditure	5,983	6,909	7,620	711
Income				
Borough contributions towards commissioned services	(5,053)	(6,173)	(6,382)	(209)

Borough contributions towards the administration of commissions	(209)	(495)	(495)	-
ESF Grant	(448)	(58)	(447)	(389)
Interest on Investments	(9)	-	(12)	(12)
Other Income	-	-	-	-
Transfer from Reserves	-	(183)	(305)	(122)
Total Income	(5,719)	(6,909)	(7,641)	(732)
Net Expenditure	264	-	(21)	(21)

6. The projected deficit of £21,000, is broadly split between the following:

- A projected underspend of £22,237 in respect of 2019/20 S.48 borough funded commissioned services which largely relates to St Mungo Community Housing Association;
- An underspend of £51,000 in respect of employee costs due to vacancies within the team and an underspend on the maternity provision, although partly offset by a reduction in draw down from ESF reserves and ESF grant, therefore net underspend of £30,000;
- A small £4,000 overspend on general running costs;
- An additional sum of £12,000 from investment income is forecasted to be received on Committee reserves, not previously budgeted for;
- An increase in central recharge costs of £39,000 in relation to members of staff working on grants related activities, which previously were not being fully passed on to the Grants Committee. This overspend is reduced by £15,000 as a result of the S.48 ESF scheme coming to an end in June 2019. This is, however, matched by a reduction in the draw down from ESF reserves; and
- There is also a projected planned overspend in respect of payments made in respect of the S.48 ESF programme largely due to the timing and slippage of the programme. The S.48 ESF programme was completed by 30 June 2019 and the additional expenditure above the approved budget is met by accumulated ESF reserves and ESF grant.

Revenue Forecast Position as at 31 December 2019 – 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	551	716	718	2
Running Costs	199	271	316	45
Central Recharges	279	77	458	381
Total Operating Expenditure	1,029	1,064	1,492	428
Direct Services	7,304	9,221	9,630	409
Research	4	40	5	(35)

Payments in respect of Freedom Pass and Taxicard	263,671	355,105	352,014	(3,091)
Total Expenditure	272,008	365,430	363,141	(2,289)
Income				
Contributions in respect of Freedom Pass and Taxicard	(264,322)	(355,254)	(352,954)	2,300
Income for direct services	(7,783)	(9,689)	(10,386)	(698)
Core Member Subscriptions	(73)	(97)	(97)	-
Government Grants	-	-	-	-
Interest on Investments	(36)	-	(48)	(48)
Other Income	(36)	(71)	(79)	(8)
Transfer from Reserves	-	(320)	(320)	-
Total Income	(272,250)	(365,430)	(363,884)	1,546
Net Expenditure	(242)	-	(743)	(743)

8. The projected surplus of £743,000 is made up broadly of the following:

- A projected overall surplus of £114,000 in respect of TEC parking traded services, after considering an estimate of the level of borough/TfL/GLA usage volumes during the first half of the year. This is attributable to several areas:
 - Firstly, there is a projected net surplus of £75,000 in respect of environmental and traffic appeals. This is made up of a surplus in appeals income of £66,000 plus a net underspend against budget of £9,000 on adjudicator fees and contractor unit charges. The estimated number of notice of appeals and statutory declarations received over the first eight months amounts to 29,819, giving a projected number for the year of 44,729 which is 3,035 more than the budgeted figure of 41,694. The current indicative throughput of appeals is 3.85 appeals per hour, compared to a budget figure of 3.41;
 - Secondly, the transaction volumes for other parking systems used by boroughs and TfL over the second quarter are projected to result in a net deficit of £6,000;
 - In April 2019 the Ultra Low Emission Zone (ULEZ) was introduced to London, the result of which is an increase in RUCA appeals being heard. Northgate fixed costs have been increased and are currently estimated to be £128,000 over budget as a result of this. Additional income of £173,000 is estimated at this stage of the year to cover the additional Northgate costs and associated increases to the proportion of the hearing centre premises costs which are now being attributed to RUCA based on appeal numbers;

- As discussed in previous reports, a detailed review of how London Councils apportions its central costs between the three committees identified some overheads which are attributed to members of staff working on TEC related activities which were not being fully passed on to the Committee. This has now been addressed and has resulted in additional costs of approximately £421,000 being included in the TEC forecast. This is largely within central recharges but also within Direct Services and Freedom Pass & Taxicard, along with additional staffing costs of approximately £16,000;
- A projected overspend on running costs of £45,000 based on payments made to date and anticipated spend in the remaining part of the year, largely due to additional development costs such as expenditure in relation to the London Tribunals website and other system enhancements which are required. However, this overspend is reduced by an underspend on the research budget of £35,000;
- A projected underspend of £300,000 in respect of the £1.3 million budget for payments to independent bus operators, which reflects a lower take up of new bus operators compared to the contingent element of the budget along with a fall in journeys and the withdrawal of one operator from January 2020;
- A projected underspend of £223,000 in respect of the £1.518 million budget for the issuing/reissuing costs of Freedom Passes. Costs associated with this budget can fluctuate throughout the year based on activity levels. Officers will, therefore, continue to monitor and manage this budget during the final part of the year;
- Based on income collected during the first three quarters of the year, income receipts from replacement Freedom Passes are forecast to exceed the budget of £750,000 by £299,000. This, along with the underspend in the projected reissue budget reported above, will be transferred into TEC Specific Reserve at the year end;
- Based on income collected during first three quarters of the year, receipts from Lorry Control PCN income are forecast to exceed the budget of £900,000 by approximately £200,000; and
- A forecasted amount of interest on investments of £48,000 not previously budgeted for.

Revenue Forecast Position as at 31 December 2019 – 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	3,286	4,698	4,409	(289)
Running Costs	2,189	3,273	3,223	(50)
Central Recharges	140	187	187	-
Total Operating Expenditure	5,615	8,158	7,819	(339)
Direct Services	-	-	-	-
Commissioning and Research	126	502	281	(221)
Improvement and Efficiency work	75	201	140	(61)
YPES Regional/Provider Activities	19	50	50	-
Challenge Implementation Fund	38	525	80	(445)
Total Expenditure	5,873	9,436	8,370	(1,066)
Income				
Income for direct services	(99)	(101)	(101)	-
Core Member Subscriptions	(3,864)	(5,152)	(5,152)	-
Borough contribution towards YPES payments	(180)	(180)	(180)	-
Borough contribution towards LCP payments	(440)	(496)	(454)	42
Government Grants	-	-	-	-
Interest on Investments	(86)	(75)	(115)	(40)
Other Income	(199)	(214)	(242)	(28)
Central Recharges	(1,698)	(1,864)	(2,303)	(439)
Transfer from Reserves	-	(1,354)	(1,354)	-
Total Income	(6,566)	(9,436)	(9,901)	(465)
Net Expenditure/(Income)	(693)	-	(1,531)	(1,531)

10. There is a projected surplus of £1.531 million is forecast in respect of the Joint Committee core functions. Employee costs are projected to underspend by £289,000, primarily due to deferring recruitment to certain vacant posts or time lag during recruitment campaigns.

11. There is an anticipated underspend of £50,000 in running costs against an annual budget of £3.273 million. The underspend is spread across several small budgets therefore cannot be attributable to any one area. Expenditure will be closely monitored and reported on for the final part of the financial year.

12. From transactions processed in the year to date and potential future commitments, there are forecast underspends of £221,000 in respect of the commissioning budget and £61,000 in respect of improvement and efficiency work. These two budget areas continue to be subject to developing proposals following a direction of travel set by members during the year. These

costs may, therefore, still be liable to fluctuate during the final quarter as new priorities that have been identified come on stream in terms of activity, thereby incurring in-year costs.

13. As previously reported and discussed by the Executive, various workstreams, including building works and other improvements at the Southwark Street offices are to be carried out. The majority of this expenditure is likely to fall in 2020/21. As a result of this, the Challenge Implementation Fund, which is funding these improvements, will significantly underspend the 2019/20 budget specifically by approximately £445,000.
14. A forecasted amount of interest on investments of £115,000 is £40,000 above the approved budget.
15. There is other additional income of £28,000 - £22,000 of this relates to contributions towards the homelessness awards which are matched with corresponding expenditure. The remaining variance relates to income from the Regional Employers function being above the approved budget.
16. As discussed in previously, a detailed review of how London Councils apportions its central costs between the three committees identified an anomaly in the recharges model. This has now been rectified and has resulted in addition income to the Joint Committee of £439,000.
17. This is offset by a forecasted deficit on income in respect of London Care Placements (LCP) of £42,000. This is a result of three boroughs opting out of the scheme. The remaining income, however, is at a level which covers the LCP costs and with prior year surpluses also being held, there is a low risk of the service overspending overall.

Externally Funded Projects

18. The externally funded projects are estimated to have matched income and expenditure of just over £4.6 million for 2019/20, including funding for the borough (non S.48) ESF programme and the introduction of the London Office of Technology and Innovation (LOTI). 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 2019/20. Any underspend on the external funds received will be carried forward to be utilised in the next financial year.

Reserves

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

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 2019	3,936	5,186	721	9,843
Specific/ESF reserve at 1 April 2019	3,553	-	1,330	4,883
Provisional reserves at 1 April 2019	7,489	5,186	2,051	14,726
Committed in setting 2019/20 budget	(187)	(1,354)	(183)	(1,724)
Balances c/f into 2019/20	(133)	-	-	(133)
Potential use of residual ESF borough resources in 2019/20	-	-	(122)	(122)
Committed in setting 2020/21 budget	(579)	-	-	(579)
Provisional other commitments for 2020/21 -2021/22	(2,676)	-	(1,025)	(3,701)
Projected surplus/(deficit) for the year	743	1,531	21	2,295
Uncommitted reserves	4,657	5,363	559	10,579

20. The current level of commitments from reserves, as detailed in Table 5, come to £6.259 million over the short-medium term and are detailed in Table 6 below:

Table 6 – Commitments from Reserves 2019-2022

	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Balances b/f from 2018/19	133	-	-	133
Approved transfer from JC general reserves	729	-	-	729
Approved transfer from TEC general reserves	187	-	-	187
Slippage of ESG grants funding	305	-	-	305
Reinvestment of ESF Grant underspend	-	1,025	-	1,025
Challenge Implementation Fund	525	-	-	525
Support to the health transition process	100	-	-	100
2020 Freedom Pass reissue	-	1,176	-	1,176
TEC priority projects	-	750	750	1,500
Committed in setting 2020/21 budget	-	579	-	579
Totals	1,979	3,530	750	6,259

Conclusions

21. This report highlights the projected outturn position for the current year, based on transactions undertaken up until 31 December 2019 (month 9), together with known future developments. At this point, a forecast underspend of £2.295 million is projected for 2020/21 across the three funding streams. Uncommitted reserves are currently projected to be just over £10.5 million by the end of the current financial year.

22. The next forecast will be presented to the Executive in June 2020, which will highlight the provisional financial results for the 2019/20 financial year, prior to the external audit.

Recommendations

23. The Executive is asked to note the overall forecast surplus as at 31 December 2019 (Month 9) of £2.295 million and note the position on reserves as detailed in paragraphs 19 and 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 2019/20

Executive

Debtors Update Report

Item no: 7

Report by: David Sanni **Job title:** Chief Accountant
Date: 3 March 2020
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 2019. 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 2019.

A summary of the level of London Councils outstanding debts as at 31 December 2019 is shown in Table 1 below:

Table 1- Summary of London Councils Outstanding Debts at 31 December 2019

Period	Borough / TfL / GLA Debts £000	Other Debts £000	Total Debts £000
Debts invoiced up to 31/07/2019	-	3	3
Debts invoiced between 1/08/2019 – 31/12/2019	459	18	477
Total	459	21	480

Recommendations The Executive is asked:

- To note that all borough, TfL and GLA debts raised up to 31 July 2019 and reported to the Executive at its meeting on 10 September 2019 have been paid;
- To note the level of outstanding debt of £459,000 in respect of borough, TfL and GLA invoices raised in the period 1 August to 31 December 2019;
- To note the level of outstanding debt of £21,000 in relation to other debtors invoices raised up until 31 December 2019; and
- To note the specific action being taken in respect of significant debtors, as detailed in paragraph 5 and 7 of this report.

Debtors Update Report

Introduction

1. London Councils' Executive received a report at its meeting on 10 September 2019 which detailed the level of outstanding debt due from member boroughs, TfL and the GLA for invoices raised up to 31 July 2019. 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 2019, as reported to the Executive on 10 September 2019

Debtor	Debt Amount (£)
Member boroughs	2,041,177.88
TfL	-
GLA	-
Total	2,041,177.88

2. All the debts have been settled.

Borough/TfL/GLA Debt 1 August to 31 December 2019

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 2019, which totals £459,000. This debt is profiled as illustrated in Table 3 below:

Table 3 – Outstanding Borough/TfL and GLA debt 1 August to 31 December 2019

Debtor	0-30 days (£000)	30-60 Days (£000)	60-90 Days (£000)	Over 90 Days (£000)	Total (£000)
Member boroughs	129	280	-	26	435
TfL	-	-	-	-	-
GLA	24	-	-	-	24
Total	153	280	-	26	459

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 £26,000 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 significant borough, TfL and GLA debts over 60 days were paid by 1 February 2020.

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 2019. An aged analysis of these debts is summarised in table 4 below:

Table 4 – Non-borough/TfL/GLA outstanding debt as at 31 December 2019

	Total Debt (£)	No. of invoices
2014/15 debts	2,556.00	1
2019/20 debts over 90 days old	6,387.00	2
2019/20 debts 61 to 90 days old	450.00	1
2019/20 debts 31 to 60 days old	4,443.30	3
2019/20 debts 30 days or less	7,448.98	21
Total	21,285.28	28

7. The significant individual debtors within the outstanding balances over 60 days are:
 - **Kimbanguist Association of London - £2,556.00 – 1 invoice**
 The balance was made up of one invoice that relates to the refund of unused ESF community grant funding. The organisation was awarded a community grant of £12,019 under the discretionary ESF co-financing programme in February 2014 and was paid an initial advance of £6,009.50. Community grants are awarded to voluntary organisations for projects which help unemployed and economically inactive people move into or closer to the labour market. The organisation failed to comply with the terms of the grant and was asked to refund the advance it received. The organisation claimed that it was unable to settle the debt in one payment and agreed to pay monthly instalments of £100.00. Finance officers will continue to monitor the repayment of this debt.
 - **Sylhet Bawl Shangith Ghosti - £6,225.00 – 1 invoice**
 The balance was made up of one invoice that also relates to the refund of unused ESF community grant funding. The organisation was awarded a community grant of

£12,450 under the discretionary ESF co-financing programme in April 2018 and was paid an initial advance of £6,225.00. The organisation failed to comply with the terms of the grant and in September 2019, it was asked to refund the advance it received. There has been no response to the repayment request and the case will be referred to the City of London Solicitor's Department to commence legal action to recover the debt.

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 or emails are issued to the debtor 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.

Summary

9. This report details the level of outstanding debt owed to London Councils from all sources as at 31 December 2019. 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 2019.
10. A summary of the level of London Councils outstanding debts as at 31 December 2019 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 31/07/2019	-	3	3
Debts invoiced between 1/08/2019 – 31/12/2019	459	18	477
Total	459	21	480

Recommendations

The Executive is asked:

- To note that all borough, TfL and GLA debts raised up to 31 July 2019 and reported to the Executive at its meeting on 10 September 2019 have been paid;

- To note the level of outstanding debt of £459,000 in respect of borough, TfL and GLA invoices raised in the period 1 August to 31 December 2019;
 - To note the level of outstanding debt of £21,000 in relation to other debtors invoices raised up until 31 December 2019; 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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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 2019

Appendix B: Outstanding Other Debts at 31 December 2019

Background Papers

London Councils Debtors working papers 2019/20

Report to Executive on 10 September 2019

Appendix A - Outstanding Borough/TfL/GLA debts invoiced from 1 August to 31 December 2019

Number	Customer Name	Customer Number	Transaction Date	Original Amount (£)	Balance Due (£)	Days Late	0 - 30 days	30 - 60 days	60 - 90 days	Over 90 days
4263153	LB of Barking & Dagenham	83338	18/12/2019	336.00	336.00	13	336.00			
	LB of Barking & Dagenham Total			336.00	336.00		336.00	0.00	0.00	0.00
4262718	London Borough of Barnet	65237	11/12/2019	2,698.85	2,698.85	20	2,698.85			
4263470	London Borough of Barnet	65237	20/12/2019	324.00	324.00	11	324.00			
	London Borough of Barnet Total			3,022.85	3,022.85		3,022.85	0.00	0.00	0.00
4260185	London Borough of Bexley	82583	06/11/2019	7,553.26	7,553.26	55		7,553.26		
	London Borough of Bexley Total			7,553.26	7,553.26		0.00	7,553.26	0.00	0.00
4260187	London Borough of Bromley	78518	06/11/2019	9,188.64	9,188.64	55		9,188.64		
	London Borough of Bromley Total			9,188.64	9,188.64		0.00	9,188.64	0.00	0.00
4257461	London Borough of Camden	73305	01/10/2019	25,521.00	25,521.00	91				25,521.00
	London Borough of Camden Total			25,521.00	25,521.00		0.00	0.00	0.00	25,521.00
4260190	Croydon Council	71501	06/11/2019	26,868.19	26,868.19	55		26,868.19		
4262341	Croydon Council	71501	04/12/2019	23,832.00	23,832.00	27	23,832.00			
4263164	Croydon Council	71501	18/12/2019	336.00	336.00	13	336.00			
	Croydon Council Total			51,036.19	51,036.19		24,168.00	26,868.19	0.00	0.00
4259934	London Borough of Ealing	88277	04/11/2019	20,656.00	20,656.00	57		20,656.00		
4261157	London Borough of Ealing	88277	18/11/2019	96.00	96.00	43		96.00		
4262342	London Borough of Ealing	88277	04/12/2019	36,448.00	36,448.00	27	36,448.00			
4263312	London Borough of Ealing	88277	19/12/2019	135.00	135.00	12	135.00			
	London Borough of Ealing Total			57,335.00	57,335.00		36,583.00	20,752.00	0.00	0.00
4257428	London Borough of Enfield	95679	01/10/2019	62,849.00	0.25	91				0.25
4262343	London Borough of Enfield	95679	04/12/2019	2,984.00	2,984.00	27	2,984.00			
	London Borough of Enfield Total			65,833.00	2,984.25		2,984.00	0.00	0.00	0.25
4263155	Royal Borough of Greenwich	124082	18/12/2019	2,400.00	2,400.00	13	2,400.00			
	Royal Borough of Greenwich Total			2,400.00	2,400.00		2,400.00	0.00	0.00	0.00
4263151	London Borough of Hackney	37291	18/12/2019	336.00	336.00	13	336.00			
4263162	London Borough of Hackney	37291	18/12/2019	336.00	336.00	13	336.00			
4263169	London Borough of Hackney	37291	18/12/2019	336.00	336.00	13	336.00			
	London Borough of Hackney Total			1,008.00	1,008.00		1,008.00	0.00	0.00	0.00
4257607	L. B. Hammersmith and Fulham	101404	02/10/2019	81.00	81.00	90			81.00	
	L. B. Hammersmith and Fulham Total			81.00	81.00		0.00	0.00	81.00	0.00
4263334	London Borough of Harrow	79451	19/12/2019	336.00	336.00	12	336.00			
	London Borough of Harrow Total			336.00	336.00		336.00	0.00	0.00	0.00
4260214	London Borough of Hillingdon	71486	06/11/2019	13,703.67	13,703.67	55		13,703.67		
4262355	London Borough of Hillingdon	71486	04/12/2019	14,016.00	14,016.00	27	14,016.00			
	London Borough of Hillingdon Total			27,719.67	27,719.67		14,016.00	13,703.67	0.00	0.00
4261997	London Borough of Hounslow	67448	27/11/2019	2,000.00	2,000.00	34		2,000.00		
	London Borough of Hounslow Total			2,000.00	2,000.00		0.00	2,000.00	0.00	0.00
4262021	London Borough of Islington	5693	27/11/2019	2,400.00	2,400.00	34		2,400.00		
	London Borough of Islington Total			2,400.00	2,400.00		0.00	2,400.00	0.00	0.00

Number	Customer Name	Customer Number	Transaction Date	Original Amount (£)	Balance Due (£)	Days Late	0 - 30 days	30 - 60 days	60 - 90 days	Over 90 days
4263330	Royal Borough of Kensington & Chelsea	111455	19/12/2019	225.00	225.00	12	225.00			
	Royal Borough of Kensington & Chelsea Total			225.00	225.00		225.00	0.00	0.00	0.00
4263172	Royal Borough of Kingston	75215	18/12/2019	2,400.00	2,400.00	13	2,400.00			
4263253	Royal Borough of Kingston	75215	19/12/2019	4,968.00	4,968.00	12	4,968.00			
	Royal Borough of Kingston Total			7,368.00	7,368.00		7,368.00	0.00	0.00	0.00
4262366	London Borough of Lambeth	3330	04/12/2019	26,680.00	26,680.00	27	26,680.00			
4263163	London Borough of Lambeth	3330	18/12/2019	672.00	672.00	13	672.00			
	London Borough of Lambeth Total			27,352.00	27,352.00		27,352.00	0.00	0.00	0.00
4260276	City of London	5408	06/11/2019	26,130.65	26,130.65	55		26,130.65		
4260441	City of London	5408	07/11/2019	6,577.00	6,577.00	54		6,577.00		
	City of London Total			32,707.65	32,707.65		0.00	32,707.65	0.00	0.00
4260247	London Borough of Newham	54574	06/11/2019	53,912.36	53,912.36	55		53,912.36		
4262952	London Borough of Newham	54574	16/12/2019	5,000.00	5,000.00	15	5,000.00			
	London Borough of Newham Total			58,912.36	58,912.36		5,000.00	53,912.36	0.00	0.00
4262369	LB of Richmond Upon Thames	92507	04/12/2019	4,520.00	4,520.00	27	4,520.00			
	LB of Richmond Upon Thames Total			4,520.00	4,520.00		4,520.00	0.00	0.00	0.00
4261161	London Borough of Southwark	8589	18/11/2019	180.63	180.63	43		180.63		
	London Borough of Southwark Total			180.63	180.63		0.00	180.63	0.00	0.00
4260426	London Borough Tower Hamlets	9237	07/11/2019	49,176.00	49,176.00	54		49,176.00		
	London Borough Tower Hamlets Total			49,176.00	49,176.00		0.00	49,176.00	0.00	0.00
4260266	London Borough of Waltham Forest	39794	06/11/2019	35,545.61	35,545.61	55		35,545.61		
	London Borough of Waltham Forest Total			35,545.61	35,545.61		0.00	35,545.61	0.00	0.00
4260268	London Borough of Wandsworth	93501	06/11/2019	25,698.42	25,698.42	55		25,698.42		
	London Borough of Wandsworth Total			25,698.42	25,698.42		0.00	25,698.42	0.00	0.00
4262735	Greater London Authority	402282	11/12/2019	24,000.00	24,000.00	20	24,000.00			
	Greater London Authority Total			24,000.00	24,000.00		24,000.00	0.00	0.00	0.00
	Grand Total			521,456.28	458,607.53		153,318.85	279,686.43	81.00	25,521.25

Appendix B - Outstanding Other Debts at 31 December 2019

Number	Customer Name	Customer Number	Transaction Date	Original Amount (£)	Balance Due (£)	Days Late
4140378	Kimbanguist Association of London	583505	16/03/2015	6,009.50	2,556.00	1,751
2014/15 debts				6,009.50	2,556.00	
4255952	Sylhet Bawl Shangith Ghosti	594556	11/09/2019	6,225.00	6,225.00	111
4256279	Barnet, Enfield and Haringey Mental Health Trust	532074	16/09/2019	162.00	162.00	106
2019/20 debts over 90 days				6,387.00	6,387.00	
4259282	Environment Agency	275477	23/10/2019	450.00	450.00	69
2019/20 debts over 60 days				450.00	450.00	
4259953	Xantura Limited	573216	04/11/2019	3,600.00	3,600.00	57
4260449	East Sussex County Council	82316	07/11/2019	298.80	298.80	54
4262176	National Development Team for Inclusion	587799	29/11/2019	544.50	544.50	32
2019/20 debts over 30 days				4,443.30	4,443.30	
4262212	East Sussex County Council	82316	02/12/2019	207.00	207.00	29
4262219	East Sussex County Council	82316	02/12/2019	150.90	150.90	29
4262231	Barnet, Enfield and Haringey Mental Health Trust	532074	02/12/2019	81.00	81.00	29
4262491	London Marathon Events Limited	586353	06/12/2019	859.89	859.89	25
4262560	London & Surrey Cycling Partnership LLP	577575	09/12/2019	292.39	292.39	22
4262598	Guy's & St Thomas' NHS Foundation Trust	573737	09/12/2019	27.00	27.00	22
4262599	Improving Performance In Practice (IPIP) Limited	589800	09/12/2019	346.80	346.80	22
4262601	Portsmouth City Council	219972	09/12/2019	1,013.40	1,013.40	22
4262614	South London & Maudsley NHS Foundation Trust	507288	09/12/2019	216.00	216.00	22
4262933	British Parking Association	286343	16/12/2019	252.00	252.00	15
4263096	East Riding of Yorkshire Council	485459	18/12/2019	432.00	432.00	13
4263106	East Sussex County Council	82316	18/12/2019	288.00	288.00	13
4263110	Poplar Harca	430662	18/12/2019	456.00	456.00	13
4263138	East Barnet School	594970	18/12/2019	336.00	336.00	13
4263239	Oaks Park High School	575518	19/12/2019	336.00	336.00	12
4263246	Essex County Council	913617	19/12/2019	106.80	106.80	12
4263336	East Sussex County Council	82316	19/12/2019	298.80	298.80	12
4263338	Bournemouth University	481054	19/12/2019	312.00	312.00	12
4263344	Poplar Harca	430662	19/12/2019	456.00	456.00	12
4263479	West London Mental Health Trust	578125	20/12/2019	135.00	135.00	11
4263490	UK Power Networks Ltd	575429	20/12/2019	846.00	846.00	11
2019/20 debts 30 days and below				7,448.98	7,448.98	
Total other debts at 31 December 2019				24,738.78	21,285.28	