

Leaders' Committee

24 March 2020 – 11:30 am

At London Councils offices, 59½ Southwark St., London SE1 0AL
Refreshments will be provided
London Councils offices are wheelchair accessible

Labour Group:	Room 2 and 3	10:00
Political Adviser: 07977 401955)		
Conservative Group:	Room 5	10:00
(Political Adviser: 07591 389100)		
Liberal Democrat Group:	Room 4	10:00
(Political Adviser: 07858 924941)		
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Lunch will be provided in Room 4 for members after the meeting

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***Declarations of Interests**

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

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

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

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

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

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

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London Councils

Minutes of the London Councils Leaders' Committee held on 11 February 2020
Cllr Peter John OBE chaired the meeting

Present:

BARKING AND DAGENHAM
BARNET
BEXLEY
BRENT
BROMLEY
CAMDEN
CITY OF LONDON
EALING
ENFIELD
GREENWICH
HACKNEY
HAMMERSMITH & FULHAM
HARINGEY
HOUNSLOW
ISLINGTON
KENSINGTON & CHELSEA
KINGSTON UPON THAMES
LAMBETH
LEWISHAM
MERTON
NEWHAM
REDBRIDGE
RICHMOND
SOUTHWARK
SUTTON
TOWER HAMLETS
WALTHAM FOREST
WANDSWORTH
WESTMINSTER

Cllr Darren Rodwell
Cllr Daniel Thomas
Cllr Teresa O'Neill OBE
Cllr Muhammed Butt
Cllr Colin Smith
Cllr Georgia Gould
Catherine McGuinness
Cllr Julian Bell
Cllr Nesil Caliskan
Cllr Danny Thorpe
Mayor Philip Glanville
Cllr Stephen Cowan
Cllr Joseph Ejiofor
Cllr Steve Curran
Cllr Richard Watts
Cllr Elizabeth Campbell
Cllr Liz Green
Cllr Jack Hopkins
Cllr Kevin Bonavia (Deputy)
Cllr Stephen Alambritis
Mayor Rokshana Fiaz OBE
Cllr Kam Rai (Deputy)
Cllr Gareth Roberts
Cllr Peter John OBE
Cllr Ruth Dombey OBE
Mayor John Biggs
Cllr Clare Coghill
Cllr Ravi Govindia
Cllr Rachael Robathan

Apologies:

HARROW
HAVERING
HILLINGDON
LEWISHAM
REDBRIDGE

Cllr Graham Henson
Cllr Damian White
Cllr Ray Puddifoot MBE
Mayor Damien Egan
Cllr Jas Athwal

Officers of London Councils and representatives of the London Pensions CIV were in attendance.

The Chair welcomed Cllr Rachael Robathan, the new Leader of Westminster City Council and the Committee offered its congratulations to Cllrs Nickie Aiken and David Simmonds on their recent election as Members of Parliament.

1. Apologies for Absence and Announcement of Deputies

The apologies and deputies listed above were noted.

2. Declarations of interest

No interests were declared.

3. Minutes of the Leaders' Committee 3 December 2019

The minutes of the Leaders' Committee meeting of 3 December 2019 were agreed as an accurate record.

4. Update on the London Pensions CIV

The Chair introduced Lord Kerslake and Mike O'Donnell, Chair and CEO of the London Pensions CIV respectively, who provided their annual update to Leaders' Committee.

Lord Kerslake informed members that:

- The London Pensions CIV was the vehicle by which London boroughs pooled their pension investments: it had been operational for around five years and now employed 29 staff
- Over half of the pension assets under management (AUM) were now held by the London Pensions CIV and over £29m of cumulative net savings had been created for boroughs
- The London Pensions CIV had now implemented the recommendations of the Governance review, including making changes to the Board
- In terms of the year ahead, the medium term financial strategy and budget had been agreed on 30 January 2020: costs had been contained within the limits of the agreed plan for the previous year's MTFS, but the slower than hoped for pace of pooling had resulted in boroughs being asked to increase their basic fee by £20,000
- To reduce the costs of AUM, the London Pensions CIV planned to introduce more fund products and also change its business purpose to speed up the way in which new offers were delivered.

Mr O'Donnell added that:

- In terms of growth, focus had been given to working more closely with Pension Chairs, Fund Managers and Finance Directors, and there were opportunities to work with boroughs to understand the potential for investment within their strategic asset allocations.

In response to a question from Cllr. Georgia Gould regarding the pace of the environmental, social and governance (ESG) work and the opportunity for the London Pensions CIV to influence green investment, Lord Kerslake confirmed that more capacity was being built into the organisation in terms of an additional expert resource, and also that they were working with boroughs to offer alternative green options for investment. Mr O'Donnell also mentioned that the different approaches of boroughs to green issues, for example the adoption by some boroughs of fossil fuel exclusion mandates, was a factor.

Cllr Smith said that he had profound concerns about the London Pension CIV, including around issues of governance and staffing. He encouraged other members to assess their responsibilities to pension funds in their boroughs. Lord Kerslake informed members that a range of methods were available to scrutinise the work of London Pensions CIV, including general and shareholder meetings, as well as ongoing dialogue with boroughs about the service.

Responding to a question from Mayor John Biggs about how London Pensions CIV compared to its peers, Lord Kerslake informed members that although the methodology of benchmarking could be impacted by the different ways in which pension pools were established, staffing comparisons had shown that the London Pensions CIV were lower than average in terms of staffing ratios.

Leaders' Committee noted the report, and thanked Lord Kerslake and Mr O' Donnell for attending the meeting. Both representatives of the London Pensions CIV then left the meeting,

5. Appointments to London Councils' Executive and Lead Members

Leaders' Committee agreed that Cllr Elizabeth Campbell (Royal Borough of Kensington & Chelsea) be appointed to London Councils' Executive as the new Portfolio holder for Schools and Children's Services.

The new Portfolio Holder for Crime and Community Safety was Cllr Thorpe (Royal Borough of Greenwich) with Cllr Rachael Robathan (Westminster City Council) appointed as Conservative Party Lead.

6. London Office of Technology and Innovation

Mayor Glanville introduced the report, informing members that:

- The London Office of Technology and Innovation (LOTI) was developed by London Councils in partnership with the GLA
- the initial assumption was that eight London boroughs would join, but sixteen councils were now members of LOTI
- The year one workstreams for LOTI were:
 - Digital skills
 - Tech procurement
 - Data collaboration
- Additional workstreams in year two would concentrate on the shape of public services of the future, as well as developing practical approaches to digital leadership
- Details of LOTI's work were posted via weekly blogs to chart the development of these workstreams and aid transparency in LOTI's work.

In response to a question about how cross London impact could be achieved given that not all boroughs had joined LOTI, Mayor Glanville explained that the intention had always been not to wait for all boroughs to sign up before commencing the work and sharing the results across the capital. While he acknowledged that additional advantages would be achieved through direct membership, the intention was to lead by example and share lessons learned, using London Councils' role to help share the information across all boroughs.

Leaders' Committee noted the report.

7. Pledges to Londoners – Update on Progress of Housing and Planning

Cllr Rodwell introduced the report, thanking all those who had been involved on a cross party basis in the work on this aspect of the Pledges. He was also pleased to report the numbers of boroughs who had so far signed up for the PLACE and Capital Letters programmes.

Cllr Rodwell further reported that the boroughs of Sutton and Barking and Dagenham were supporting the commissioning of a report to look at the issue of fire safety in low rise buildings.

In response to a question from Cllr Teresa O'Neill about the progress of the Capital Letters programme, Cllr Rodwell undertook to ask for an update report and feed it back to members.

Cllr Roberts felt that the Housing and Planning Pledges should place more emphasis on climate change, ensuring that future homes were fit for purpose and bringing pressure to bear on Housing Associations to reduce their carbon footprint. Cllr Rodwell agreed that this would be more clearly set out when this aspect of the Pledges was next considered.

Cllr Elizabeth Campbell asked about the position regarding co-operation between boroughs to accept the allocation of homeless households. Cllr Rodwell reported that there was a proposed Memorandum of Understanding being developed between authorities via the LGA which would cover support when making homeless households' referrals outside of London. The Chair also reminded members that a protocol was already in place regarding the requirement to notify boroughs when placing homeless households out of their boroughs. Cllr Rodwell agreed to reissue the protocol to Leaders.

8. Feedback from Joint Boards

London Crime Reduction Board (LCRB)

The Chair fed back on the most recent meeting of the LCRB, which had received:

- A Report on the VRU's work
- An update from the Deputy Commissioner on:
 - Crime statistics
 - Officer numbers
 - County Lines
- A report on disproportionality and race equality in the Criminal Justice System
- An update on the next Police and Crime Plan.

The Chair agreed to disseminate again the results of the London Councils' County Lines research to Leaders' Committee.

London Health Board (LHB)

In Cllr Puddifoot's absence, Cllr Watts reported that the most recent meeting had considered:

- Childhood obesity and setting out ambitions within the health sector
- Violence reduction including the public health approach and wider social care issues
- Health and care estate work
- Mental Health and Dementia Friendly London campaigns

- The London Health and Care vision and the resultant NHS re-shaping

London Economic Action Partnership Board (LEAP)

Cllr Georgia Gould reported that four new business board members had joined LEAP. The latest meeting had also included:

- A presentation on the post Brexit position for businesses
- The Local Industrial Strategy
- The LEAP Communication Strategy

Homes for Londoners Board (HfL)

Cllr Rodwell reported that the most recent meeting had looked at:

- Building Safety in London
- The Mayoral London Housing Panel
- The Housing Delivery report, noting that numbers of new build affordable housing overall were steadily increasing

In response to a question from Cllr Caliskan regarding debate about climate change within the HfL Board, Cllr Rodwell said that climate change impacts on both new and older accommodation would be considered as part of the Board's work

9. Minutes and Summaries

Leader's Committee agreed to note the minutes and summaries of:

- GLPC – 24 October 2019
- Grants Committee – 13 November 2019
- TEC Executive – 14 November 2019
- TEC – 5 December 2019
- Executive – 21 January 2020
-

The Chair agreed to remove the press and public in that the following items were exempt from the Access to Information Regulations, and via Schedule 12A of the Local Government Act 1972 (Section 3) in that the items related to the financial or business affairs of a particular person (including the authority holding that information) .

Leaders' Committee

Secure Children's Homes

Item no: 5

Report by: Clive Grimshaw **Job title:** Strategic Lead for Health and Social Care
Date: 24th March 2020
Contact Officer: Clive Grimshaw
Telephone: 020 7934 9830 **Email:** Clive.grimshaw@londoncouncils.gov.uk

Summary	This report summarises the background to work undertaken by the Association of London Directors of Children's Services and NHS England (London Region) to review the use of secure children's homes for London's children and young people and sets out the proposed way forward for ensuring strengthened arrangements in the future.
Recommendations	Leaders' Committee is asked to endorse the work being undertaken by the London Directors of Children's Services and to comment on the proposal being developed.

Secure Children's Homes

Introduction

1. To address concerns around the availability, distance travelled, outcomes achieved and high costs of secure placements, the Association of London Directors of Children's Services (ALDCS), in partnership with NHS England (London Region), commissioned a regional review of the use of secure children's homes (SCHs) for London's children and young people covering:
 - those placed by a local authority under section 25 of the Children Act 1989 (welfare placements);
 - those sent to a secure children's home on sentence or if they are refused bail and remanded to local authority accommodation with secure conditions (justice placements); and
 - young people held in police custody between being charged and appearing in court because they satisfy the 'serious harm' criterion but no local authority secure accommodation is available.
2. London Councils' Executive received a report on the progress of the review in June 2019. This report sets out the case reported to Executive in 2019, along with an update on progress since then and an outline of the project's next steps.
3. In parallel to this review, the Department for Education (DfE) awarded funding for three feasibility studies into how regions can increase the sufficiency of secure residential places, including to London Borough of Barking and Dagenham. ALDCS, NHS England (London) and the London Borough of Barking and Dagenham have agreed to collaborate to ensure a coherent approach for London. Any final proposition will be put to individual boroughs for their consideration.

Wider Contextual Considerations

4. Separate and subsequent to the ALDCS led review, an ISOS Partnership report, commissioned by London Councils and reported to Leaders' Committee in October 2019, identified that children's services across London are facing an unsustainable level of financial risk in relation to commissioning of high cost, low incidence placements, and recommended that there needs to be concerted and collaborative action to ensure that such services are better addressing the needs of children and are delivered in sustainable way.

5. Furthermore, Her Majesty's Chief Inspector's Annual Report to Parliament, presented to the Secretary of State for Education on 21 January 2020, raised concerns about the increasing use of unregulated provision and the reduction in quality of existing SCHs. In February 2020, the Department for Education published a consultation on the use of unregulated provision for children in care and care leavers.
6. Finally, the Scottish independent care review, published in early 2020, highlighted changes required to the Scottish care system for children, which included recommending the need to stop selling care placements to local authorities outside of Scotland with a 10-year timeframe outlined for achieving their aims. This means that by March 2030, the ability to place London children in a Scottish SCH may cease to be possible.

Demand and Needs Analysis

7. As part of the SCH review, a data analysis of placements was undertaken in order to better understand London's needs. The findings showed:
 - High numbers of London requests for secure placements, with an estimated average of 33 CYP accommodated in SCHs at any point of time, approximately two thirds welfare and one third justice placements. For welfare placements the average is 4.2 months and for justice placements it is 2.5 months. However, this can vary significantly, from 28 days to more than a year.
 - Of 121 welfare requests from London across 12 months, less than half resulted in a placement, with many requests withdrawn (e.g. through the Court Order not being granted or missing child). While the options for cases where the request is withdrawn are mixed, they include bespoke wraparound support being put in place with high staff ratios.
 - A high degree of variability across London, with two boroughs averaging more than one welfare request a month and up to eight boroughs not making any requests at all during the period of review. There is similarly high variation across justice placements. Data for the period reviewed only covered a 12 month period. However, it is known that in some boroughs where no request was made, placements were requested outside of that 12 month window. In other boroughs, there has been a policy decision not to use secure placements (or to use only as a last resort). Use of secure placements also

varies due to other factors, including the quality and availability of local non-secure accommodation, and some boroughs have also built capacity (for example, specialist fostering and community support), which mean there is more capacity to dedicate to working to prevent placements being required.

- An average distance from home of 192 miles for welfare placements, providing geographical barriers to work with families and local services.
- The majority of welfare placements are aged 14-16, of mixed gender and with an overrepresentation from BAME groups. Whilst justice placements have a similar ethnic profile, the majority are male and younger than those placed on welfare grounds.
- Substance misuse, offending and challenging behaviours are prominent complexities displayed. Almost all females have CSE identified, whilst gang affiliation is common amongst males. In some cases, it is acknowledged that a London placement would not be suitable and that it may be more appropriate to place outside of London.

Borough Engagement

8. A Steering Group has overseen the review, made up of joint Senior Responsible Officers from NHS England (London) (Sinéad Dervin, Head of Health and Justice Team) and ALDCS (Martin Pratt, Chair of ALDCS and Executive Director Supporting People, London Borough of Camden).
9. Other members include representatives from:
 - London Borough of Barking and Dagenham
 - London Borough of Barnet
 - London Borough of Bexley
 - London Borough of Croydon
 - London Borough of Hillingdon
 - London Borough of Lambeth
 - London Borough of Newham
 - London Borough of Sutton
 - Department for Education (DfE)
 - Mayor's Office for Police and Crime (MOPAC)
 - NHS England (National)
10. In addition, a wide range of stakeholders have been engaged in the review, including local authorities, Secure Children's Home managers, practitioners and

children and young people with lived experience of Secure Children's Homes in order to better understand existing service offers, care pathways, needs and challenges.

11. Common themes revealed included:

- Planning for both the secure placement itself, as well as discharge can be rushed, which impacts on outcomes and the children and young people's perception of their situation.
- Effective options for transitioning out of SCH are often limited due to low capacity of stepdown provision. The location of such provision is also often remote from the SCH.
- There is a gap in provision for those 'on the edge of secure', where early and intensive intervention could possibly prevent a secure placement being required. For such children and young people it can be difficult to find a placement due to their history – this is a small cohort of children and young people, and more work is needed to identify this demand and develop options to support this cohort. These children were outside the scope of the review.
- Some boroughs have had to resort to bespoke wraparound arrangements with high staff ratios to support children and young people where no other appropriate provision has been available. It is reported that this can cost between £10,000 and £15,000 per annum.
- Consistent and regular communication between stakeholders and with children and young people is critical for effective planning and continuity of care and interventions following a secure placement. For example, effective communication between social workers, the Youth Offending Team, and others within the local authority area, with the SCH staff is important to ensuring that care plans continue and interventions are maintained when the child returns to the community.
- A high proportion of children and young people placed in SCHs either have an Education and Health Care Plan, or require one. A large proportion of those placed have lost engagement with education from an early age.
- There is growing evidence that secure provision and the services provided are currently insufficient to support improved outcomes. Emerging models need to look more closely at the whole pathway.

Options Appraisal

12. The analysis and engagement provided evidence of a need for London to find a better approach to supporting some of the capital's most vulnerable children and young people. As part of the approach the review developed a set of options and a methodology and criteria for assessing those options. The options included elements of secure and non-secure provision to support the identified need:

- Small (8-12 place), large (20-24 place) or two small SCHs in, or close to, London.
- Addition of a step-down facility for children and young people transitioning from a secure placement.
- Addition of a specialised open facility for children and young people stepping down and those in care that need targeted support to prevent a secure placement.

13. The options were evaluated against the assessment criteria (see appendix 1), which looked at supporting outcomes across the whole pathway from prevention and accessibility of secure placements to continuity of care and supporting transitions into the community. Based upon the options appraisal and views received, the Steering Group has recommended that London:

- Commissions the design and build of two 12 bedded secure children's homes within, or close to, London in separate geographical locations to be allocated for welfare placements.
- Designs each secure children's home to allow for an additional 6 beds each to be added to accommodate justice placements, subject to gaining in principle agreement from Ministry of Justice.
- Additionally commissions two step-down units of 6 places, each linked to each SCH, to support children and young people transitioning out of secure accommodation.
- Undertakes further work to scope the requirements for provision to support the 'edge of secure' cohort and determine the number of beds required.

Commissioning Arrangements

14. In order to support the chosen option, the following principles have been proposed by the Steering Group:

- A partnership of London boroughs should be established via a separate pan-London legal entity, to remove risk from a single borough and facilitate a collaborative approach across London.
- A new entity should act as the purchaser and commission a provider to deliver the service.
- Specification based on best practice to be co-designed with an expert reference group.
- A contract model should be developed to share the risk between boroughs and the provider and incentivise quality of care and education.

15. Following legal advice, the project Steering Group has recommended that a company limited by guarantee, open to all the London boroughs, should be established as the Pan-London Vehicle (PLV), with other relevant public bodies as stakeholders e.g. NHSE/I, MOPAC.

Next Steps

16. An outline business case was submitted to DfE at the end of March. In July 2019, the DfE confirmed London's submission had been successful, confirming that the DfE commitment to work with London to provide financial support in setting up new provision in the Capital

17. A business plan has been prepared outlining how the PLV will be governed, funded and operate. It includes the PLV's remit with respect to the construction of the SCHs and the subsequent service provision, including SCH placement fee options and financial implications.

18. With the commitment of DfE to fund the provision of SCHs, establishing a PLV to commission provision represents an important opportunity for London to invest an estimated £50 to 70million in its most vulnerable children. However, while the investment of the DfE is critical, there will be costs to boroughs in establishing and maintaining a new PLV; the case for making an upfront financial commitment is based on the future potential for London boroughs to save money, deliver an improved offer to this group of highly vulnerable children and improve outcomes.

19. In order to establish the required PLV, the following steps will need to be undertaken:

- The identification of a host local authority for the PLV. The Chair of ALDCS has sent out a request to all London Directors for expressions of interests to be the host for the PLV;
- London boroughs will be invited to become members, with each borough taking the proposition through their councils' internal governance and decision-making processes to become co-owners of the PLV;
- Establishing the PLV, including recruitment (via secondment); and
- Identifying possible sites for the new SCHs.

20. Longer term, findings from research by ISOS, commissioned by London Councils and published in 2019, highlighted a pressing need to improve the commissioning of high cost, low incidence placements. Action in this area was discussed and agreed by Leaders' Committee in October 2019. Work to establish a PLV focused on commissioning SCH might, over time, be part of the solution to delivering improved outcomes and more efficiency in relation to the placement of children with high cost, low incidence needs. London Councils officers are working with ALDCS to take forward this issue.

Recommendations

Leaders' Committee is asked to endorse the work being undertaken by the London Directors of Children's Services and to comment on the proposal being developed.

Financial Implications for London Councils

There are no financial implications for London Councils resulting from this report. Any financial implications for boroughs would need to be set out in additional reports further consideration by individual boroughs.

Legal Implications for London Councils

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

Equalities implications for London Councils

There are no equalities implications for London Councils.

Evaluation Criteria

Early intervention/ prevention – The impact that the option will have on preventing the need for a secure placement, reducing demand and repeat referrals through early intervention and support

Accessibility of a secure placement – The impact that the option will have on improving accessibility to secure welfare provision for London's CYP in relation to capacity, distance and matching (e.g. for CYP with gang affiliation). There are an average of 18 open referrals not being placed due to a national shortage of capacity and 21 welfare placements from London

Continuity of care and relationships – The impact that the option will have on enabling better continuity of care for CYP placed within a secure placement. This will be positively impacted by placements closer to home. The current average distance from home is 192 miles

Care and education in the placement – The impact that the option will have on the level of care, education and wider support that is provided to CYP whilst they are placed within a secure children's home, such that they can feel safe and develop positive behaviours

Transition from secure to community – The impact that the option will have on supporting transitions from a secure placement and enabling positive resettlement back into the community

Value for money – The total cost for London under each option (taking into account that depending on the option some CYP may still need to be placed under current provision) and value for money implications of each option, particularly around better use of resources to deliver an improved or equivalent level of care.

Initial investment – Many of the options presented will require an initial one-off investment of funds from commissioners, including local government, central government and/or the NHS

Deliverability – The deliverability of each option in terms of availability of land and resources, timelines, commissioning arrangements, governance required and long-term sustainability

Leaders' Committee

Local Government Finance update

Item 6

Report by: Paul Honeyben **Job title:** Strategic Lead: Finance & Improvement
Date: 24 March 2020
Contact Officer: Paul Honeyben
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Summary

This report updates Leaders' Committee on the latest local government finance developments following the final 2020-21 Local Government Settlement in February and the Budget on 11th March.

It also looks ahead to the major events in the next 12 months that will shape the local government finance system from 2021-22: the Comprehensive Spending Review (due in July), the Fair Funding Review and wider reforms to business rates. An update on the London business rates pool forecast is also provided.

Recommendations

Leaders' Committee is asked to:

- note the progress on finance lobbying with respect to the key events outlined in the report; and
 - write to local MPs to promote London Council's key Fair Funding Review lobbying priorities prior to the spring consultation.
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Local Government Finance update

Introduction

1. This report updates Leaders' Committee on the latest developments and lobbying activity with regard to local government finance, following the final 2020-21 Local Government Finance Settlement and Budget on 11th March 2020.
2. The next year continues to hold a huge amount of financial uncertainty for London local government, with the conclusion of the Fair Funding Review and reforms to 75% business rates retention due by April 2021; a Comprehensive Spending Review (CSR) due in July; and a fundamental review of business rates due to conclude by the Autumn Budget. The CSR will set departmental expenditure limits for three years and determine the overall quantum of central government funding to local government. The Fair Funding Review will determine the distribution of core funding within the 75% business rates retention scheme from 2021-22 onwards.

Local Government Finance Settlement

3. The final 2020-21 LGFS, published on 7th February, confirmed the proposals set out in Spending Round 2019 (SR19) for Core Spending Power to increase by £2.9bn (6.3%) nationally and £446m (6.5%) across London boroughs. The main Council Tax referendum threshold will reduce from 2.99% to 1.99% in 2020-21, whilst the flexibility to raise the Adult Social Care Precept (ASCP) will be 2% for relevant authorities. All London local authorities have now set their budget and will increase council tax, with all but 4 increasing their main rate by the maximum level permitted 1.99%, and all raising the ASCP by the maximum.
4. The settlement confirmed the continuation of all existing specific grants at 2019-20 levels, as well as an additional £1 billion for both children's and adult social care, of which London will receive £223m. The Government has confirmed this funding will recur in each year of the parliament (i.e. will be built into the baseline rather than an *additional* £1 billion each year). Allocations have not yet been published for the Public Health Grant which the Government intended to increase by 1% above inflation at SR19. The New Homes Bonus will continue in 2020-21 but won't attract legacy payments and the Government will consult this year on the future of the scheme.
5. Despite the overall uplift in funding, London Boroughs still plan to make savings in 2020-21 of around £400 million, as part of around £2 billion over the current four-year medium-

term financial plan period. Core funding has fallen on a like-for-like basis by around 63% in real terms, with overall resources down by around a quarter since 2010-11.

Budget 2020

Pre-Budget lobbying

6. London Councils' Budget representation focussed on economic growth priorities, calling for investment in London's vital transport, environmental and housing infrastructure, and its people through skills devolution and the UK Shared Prosperity Fund (UKSPF) to boost falling productivity levels and a greater role in management of the NHS primary care estate.
7. It urged the Government to align the fundamental review of business rates with the wider 75% BRR and Fair Funding Review reforms and called for broader reform of local government finance including both business rates and council tax, as well as providing local government with access to a broader range of revenue raising powers. It restated longstanding calls for greater fiscal devolution to cities and called for the Devolution White paper to include fiscal as well as functional devolution, whilst not overlooking areas with mature governance arrangements in place such as London. It also set out London Councils' broad Spending Review priorities (see paragraph 22)¹.
8. Several press releases relating to the key Budget asks were published, including a joint release with Core Cities highlighting the shared needs, challenges, and requirements of England's largest urban areas, and jointly calling for the UK's major cities to be supported to deliver sustainable economic growth².

Budget 2020 - outcome

9. The Budget was delivered on 11th March within the context of the developing Covid-19 pandemic and consequent economic uncertainty. Even before Covid-19, the OBR's underlying economic forecast had been downgraded compared with March 2019. Despite this, the Budget confirmed overall increases in public spending of £203 billion over the next five years across the UK including significant increases to current and capital spending. This will be largely funded by increases in borrowing with £125 billion (4.6% of GDP) added to public sector net debt by 2024-25.

¹ The full submission can be found here: <https://www.londoncouncils.gov.uk/node/37048>

² <https://www.londoncouncils.gov.uk/press-release/10-february-2020/influential-group-urban-authorities-call-devolution-end-hand-outs>

10. At the time of drafting, the details of the Budget are still emerging, however the main headlines for London Local Government are set out below.

- The Chancellor confirmed the **Comprehensive Spending Review (CSR20) will be published in July**. London Councils had called for the CSR timetable to be set out in our submission. The CSR will set departmental resource spending for three years to 2023-24, and capital spending for four years to 2024-25. The Budget outlined the overall envelope for public spending for the CSR20 period, implying that day-to-day spending on public services will grow by 2.8% on average over the three- year period (lower than the 4.1% increase set out in SR19, but higher than the reductions set out in each of the last three Spending Reviews). The impact on local government funding will not be known until the CSR in July.
- The Budget made **£12 billion available in response to the COVID-19 pandemic** in 2020-21, including a £5 billion emergency response fund for the NHS and local authorities, and a £500 million hardship fund likely to be linked to existing Council Tax Support schemes. The allocations for both are yet to be decided.
- It also included **reductions in business rates** to support businesses affected by COVID-19, including: 100% relief in 2020-21 for those with a rateable value (RV) under £51k in the retail, leisure, and hospitality sectors; a grant of £3k to businesses eligible for Small Business Rates Relief (with an RV of under £15k) or Rural Rate relief; and the discount for pubs with an RV under £100k will be extended from £1k to £5k. All reliefs will be funded by S.31 grant and billing costs will be subject to new burdens funding. The Government estimates that these reliefs, which are for 2020-21 only, are worth £3 billion.
- **The fundamental review of business rates** will conclude by the Autumn Budget and its ToR published (further detail is set out at paragraph 17).
- **The National Infrastructure Strategy** will be published later in the spring and Treasury Green Book rules will be reviewed to ensure investment spreads opportunity across the UK. will be published later in the spring and set out plans for the UK's economic infrastructure, responding to the recommendations of the National Infrastructure Commission's (NIC) National Infrastructure Assessment. Treasury Green Book rules, which set out how decisions on major investment programmes are appraised, will be reviewed in order to ensure investment spreads opportunity across the UK. However, headline £27 billion of investment in roads was announced
- There were several relevant housing announcements including an **additional £9.5 billion for the Affordable Homes Programme** and £1.1 billion of Housing

Infrastructure Fund allocations, although it is not yet known how much will come to London. At the CSR, the Government will launch a new long-term Single Housing Infrastructure Fund to unlock new homes in areas of high demand across the country and a new £400 million brownfield fund for which bids will be invited shortly. An additional **£1 billion was announced for the removal of unsafe cladding** from residential buildings above 18 meters to ensure people feel safe in their homes. A Planning White Paper will be published in the spring.

- A total of **£637 million will be invested to reduce rough sleeping** across the UK, although the Government hasn't confirmed over what timescale or how it intends to allocate funding.
- **A discounted PWLB rate for social housing was announced** – one of London Councils' key housing asks prior to the Budget. However, alongside the Budget, the Government published a consultation on reforms to the PWLB to ensure borrowing is not used for property investments, in response to a minority of councils using cheap finance to buy very significant amounts of commercial property for rental income³.
- Despite increased funding to address the public health risks of coronavirus, **Public Health Grant allocations for 2020-21 are still to be published.**
- **A package of environmental measures was announced** to promote the use of ultra-low and zero emission vehicles, improve air quality and reduce plastic pollution, including £500 million over the next five years for electric vehicle charging infrastructure and a review of electric vehicle charging infrastructure; an additional £304 million to reduce nitrogen dioxide emissions; the launch of a further consultation on the detailed design and implementation of the plastic packaging tax.
- In relation to education and skills, **£1.5 billion will be provided over 5 years for FE capital investment across England**; a new £2.5 billion National Skills Fund was announced to improve the technical skills of adults across the country, with consultation due in the spring details confirmed in the CSR; and a **Youth Investment Fund worth £500 million** will fund the building of new, and refurbishment of existing, youth centres to provide high-quality services for young people across the country (although no specific details have been published).

³ Available here: <https://www.gov.uk/government/consultations/public-works-loan-board-future-lending-terms-consultation>

11. London Councils published two press releases in response to the Budget: one in relation to the housing announcements⁴; and an overarching response, which welcomes the investment on COVID-19 and the broader public sector investment, some of the housing commitments and the fundamental review of business rates, while raising concerns that the Budget could need to go further to ensure London is able to deliver at maximum capacity to help power the national economy, particularly in relation to infrastructure investment⁵.

Fair Funding Review update

12. The Fair Funding Review will set new funding baselines for all local authorities from 2020-21 onwards, determining the distribution of an estimated £20 billion across England. A detailed briefing note setting out London Councils' priorities and next steps was sent to Leaders on 28th February and discussed by London Councils' Executive on 3rd March.
13. It set out a range of planned lobbying activity between now and the end of the review that includes:
- **Technical arguments** – working closely with London treasurers to make technical arguments and supply evidence to the TWG meetings due in the spring, including three specific papers on the ACA, homelessness and population.
 - **Increased media attention** – to include several articles on key issues identified in this paper for trade and, where possible, national media. The Budget in March will also provide a natural focus for media attention on funding issues and a chance to reiterate key messages.
 - **Utilising London MPs** – continuing to brief the London APPG and through supplying London MPs with potential parliamentary questions to table in appropriate debates.
 - **Briefing London business and VCS groups** – building on the successful engagement with representative groups as part of the *Investing in the Future* campaign, we will seek support to raise awareness of the potential impact of the Fair Funding Review and the specific funding pressures facing London boroughs as part of our CSR20 lobbying.
 - **Working with the GLA and other areas** - seeking opportunities to work with the GLA and other local authority groups that have similar characteristics on particular issues

⁴ <https://www.londoncouncils.gov.uk/press-release/11-march-2020/government-has-listened-many-our-housing-concerns-todays-budget-hasnt>

⁵ <https://www.londoncouncils.gov.uk/press-release/12-march-2020/budget-reaction-london-councils-it-needed-go-further>

within the review, most notably with other major urban areas (e.g. Core Cities /SIGOMA), and with the wider south east in relation to area costs.

14. To increase the level of political pressure on the Government regarding the potential impact of the review, the briefing proposed that Leaders reflect the lobbying narrative set out in the briefing in any media interviews they undertake on the subject of local government funding and in discussions they might have with MPs or Ministers, alongside individual borough priorities. It also **proposed that a template letter would be sent to all Leaders for them to send to London MPs before the consultation due in the spring.**

Business Rates

London Pool

15. The final LGF Settlement confirmed the confirmed the London Business Rates Pool for 2020-21 that will include all 34 London authorities. The City of London will continue to act as Lead Authority and administer the pool. The most recent estimate of the net financial benefit to London authorities of the pool in 2020-21 is approximately £35 million. Appendix A provides indicative amounts of the pool's benefit to each authority based on most recent estimates.

75% retention reforms

16. The Government intends to simplify the business rates retention system while moving to 75% retention from April 2021. In short, the "alternative model" proposal seeks to simplify the scheme by separating out the baseline element from the calculation of any growth reward, and by removing the direct impact of business rates appeals.
17. The Government has indicated it will consult on the reforms later in the year, and there are still a number of policy decisions to be made regarding how the new scheme will operate. One of the key priorities for London Councils will be to influence the design of the new scheme so that there are financial incentives for areas to pool business rates.

Fundamental Review

18. The Budget confirmed the Government's intention to undertake a fundamental review of the business rates system starting with a call for evidence in the spring and concluding by the Autumn Budget. The overall objectives of the review are to:
 - reduce the overall burden on businesses;
 - improve the current business rates system; and
 - consider more fundamental changes in the medium-to-long term.

19. The terms of reference (ToR), published alongside the Budget, state the review will focus on 4 main areas including:
- improvements to the Transitional Relief Scheme from April 2021;
 - reforms to make the system more sustainable including the basis of valuation, how the business rates multipliers should be set and who pays the tax;
 - the administration of business rates;
 - exploring alternatives to business rates, particularly within the taxation of land and property.
20. Importantly, the ToR have committed the review to have particular regard to “the role of business rates in the funding of local government and local services, and the impact of any changes on business rates retention, the delivery of existing reforms to the business rates system” (which London Councils lobbied for ahead of the Budget).
21. London Councils will respond to the review and use it to set out a vision for business rates reform, building alliances and a cross sector coalition with London Government and business representative groups for greater devolution of business rates in London.

Comprehensive Spending Review 2020

22. As set out in paragraph 10, the Budget confirmed the timetable for the Spending Review (now officially being referred to as a Comprehensive Spending Review). The Budget launched the CSR process with a deadline of 20th May for representations ahead of the publication of the review in July.
23. Building on the overall priorities outlined in the *Investing in the future* campaign ahead of the SR19, it is proposed that London Councils' CSR20 priorities will focus on:
- The need for a sustainable increase in funding for the sector to ensure no council is worse off as a result of the Fair Funding Review.
 - The urgent need for the recent short-term adult social care investment to continue and for progress on a sustainable long-term funding solution to be set out as soon as possible.
 - Investment to address London's children's social funding gap which will exceed £400 million by 2025, with a specific focus on sufficient funding rates for UASC and former UASC Care leavers.
 - A long-term solution to the rising costs of children with SEND, where London boroughs have 30% of the national accumulated deficits

- A significant increase in homelessness funding recognising the unique drivers of London's homelessness crisis.
- Recognition (whether through specific grant funding or funding for housing or social care) of the financial pressures created by supporting vulnerable people with No Recourse to Public Funds.

24. Further updates will be provided to Leaders on the specific detail of the CSR lobbying campaign in due course.

Recommendations

25. Leaders' Committee is asked to:

- note the progress on finance lobbying with respect to the key events outlined in the report; and
- write to local MPs to promote London Council's key Fair Funding Review lobbying priorities prior to the spring consultation (paragraph 14).

Financial Implications for London Councils

None

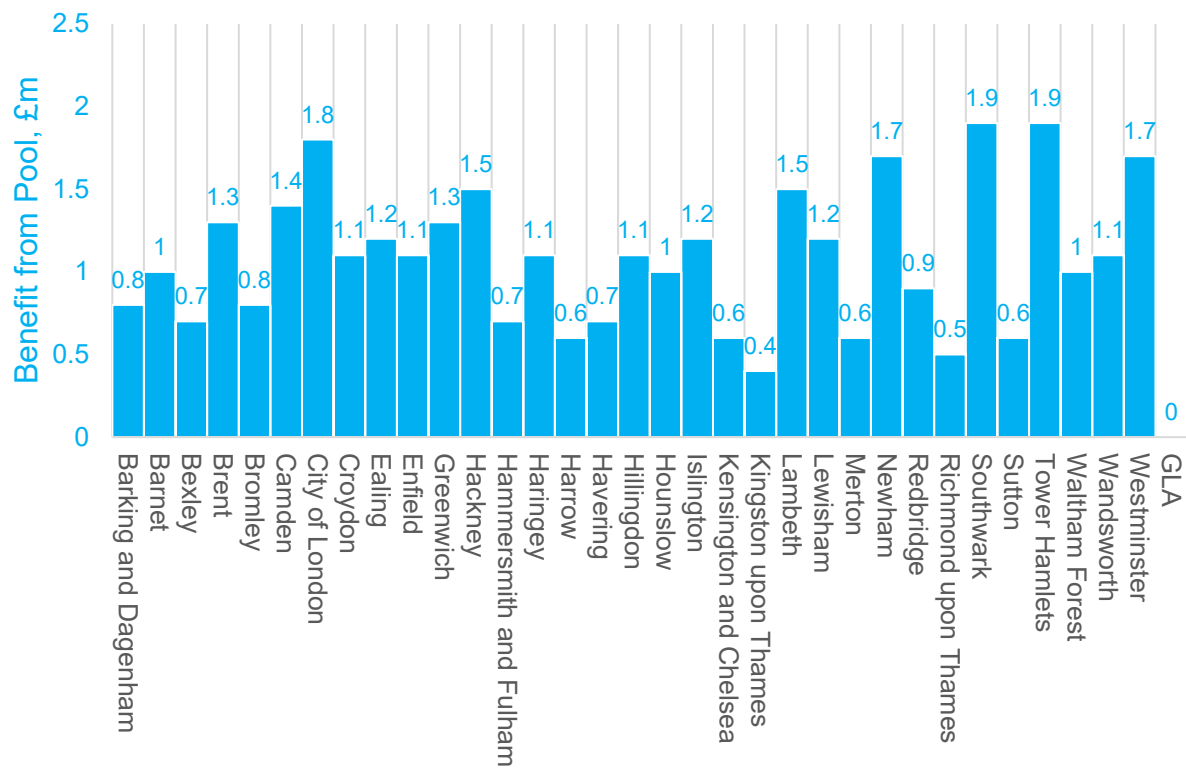
Legal Implications for London Councils

None

Equalities Implications for London Councils

None

Appendix A – Forecast shares of the financial net benefit of the London Business rates pool in 2020-21 (indicative amounts)



Leaders' Committee

NHS Collaboration

Item no: 7

Report by: Clive Grimshaw **Job title:** Strategic Lead for Health and Social Care
Date: 24th March 2020
Contact Officer: Clive Grimshaw
Telephone: 020 7934 9830 **Email:** Clive.grimshaw@londoncouncils.gov.uk

Summary	This report updates the Leaders' Committee on discussions in respect of the potential for future pan-London collaboration with the NHS. Specifically, it seeks comment on the emerging proposition for a more comprehensive and accelerated move towards closer collaboration and influence across the health and care system, and agreement for London Councils to push forward further senior member and officer level discussions with the intention of reporting to Leaders' Committee a final package of proposals for consideration.
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Recommendations	<p>Leaders' Committee is asked to:</p> <ol style="list-style-type: none">1. Comment on the emerging propositions intended to accelerate improvements in health and care system through closer collaboration with the NHS in London as summarised by this report.2. Note that London Councils will take forward senior level member and officer discussions to refine propositions for discussion with the NHS in search of an agreement for a more comprehensive and London-wide approach to collaboration across the London health and care system.3. Note that a refined proposition will be reported to Leaders' Committee later in the year.
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NHS Collaboration

Background

1. Leaders' Committee in October 2019 discussed a report on the new opportunity to make London wide progress in the improvement of health and care services through faster integration and increased local leadership. It described developments during 2019, notably that the NHS London, under new leadership, had signalled the possibility of building more lasting collaboration into how it approached implementation of the Long Term Plan.
2. This report sets out how member and officer discussions since October 2019 have developed more detailed proposals to improve outcomes for Londoners through greater local leadership of health and care. Those discussions have been progressed on the basis of identifying areas where a concerted, London-wide approach to borough leadership of integration could improve health and care provision in London, including how to maximise investment of new funding for primary and community care, for example.
3. This report describes and seeks guidance on the advanced stages of discussion in order to bring back to Leaders detailed propositions for closer joint working at borough, sub-regional and pan-London levels.

Opportunities in the NHS Long Term Plan

4. The NHS Long Term Plan sets out a number of commitments which will have an effect on boroughs' individual and collective ability to influence improvement to health and care systems in London.
5. In particular, it is clear from the Long Term Plan that the NHS recognises the critical role local government has to play in:
 - shifting the emphasis of health and care towards earlier intervention and out of hospital care;
 - breaking down the barriers between health and care services through new budget pooling and joint/single commissioning arrangements; and
 - returning the health system to a long-term sustainable financial footing.
6. Three specific Long Term Plan commitments stand out as ones which will impact on the nature of collaboration with boroughs –

Integrated Care Systems (ICS)

Governance and powers of the ICS are still unclear, yet national guidance states that local government must be involved in decision making. However, work remains ongoing as to how ICS partnership boards will ensure that they are representative or inclusive of local government. What is clearer is that by the end of 2020 ICS will need to have agreed their governance, population health strategy, public engagement, financial management, workforce planning and estates management. It is also clear that each sub region is starting from a different position in terms of how established collaboration is between local government and the health system at the STP level. However, each ICS has now had an Independent Chair appointed, who is required to work with local government.

Integrated Care Partnerships (ICP)

In parallel to the development of ICSs, the NHS is committed to bringing together delivery partners at the borough level. The NHS aspiration is to integrate provision across health and care. While there is clearly variation in how advanced those discussions are in terms of borough engagement, in London the One Croydon Alliance, Lambeth Together and Tower Hamlets Together are all examples of this type of approach.

Primary Care Networks (PCN)

The PCN is meant to move primary provision from GP centred towards a more population health based care model. The model is backed by £4.5 billion in funding. It is understood that the vast majority – 96% - of PCNs are led by a GP. There is a significant amount of work required to broaden the primary care offer to address wider health determinants, as is required by the PCN contracts. This will stretch GP managerial capacity; overlaps with a range of local authority provision and suggests opportunities for greater neighbourhood collaboration. PCN development remains at an early stage, but would appear to be a critical building block for more connected health and care.

Developing the Collective Borough Perspective

7. Following the Leaders' Committee in October 2019, work was intensified to develop more concrete proposals for borough leadership on collaboration. Discussion with NHS London senior leaders has continued, specifically through ongoing senior level discussions which include the CELC Lead Advisor for Health, NHS London Region, GLA and PHE. In parallel, London Councils has led work to develop a local government perspective on current collaboration arrangements and the key parts of a possible local government proposition for how collaboration with the NHS should evolve in the short to medium term as the Long Term Plan is implemented. Those discussions have drawn upon experience in boroughs across London, including through meetings with a range of officer leads such as Chief Executives, Directors of Adult Social Services and Directors of Public Health, and have been iterative in a way which has sought to develop and test conclusions as they have emerged.
8. Discussions have also progressed the possibility of more intense collaboration with the NHS through political routes, including –
 - 8 January – the London Health Board, at which the question of future collaboration between London boroughs and the health system was raised by the Mayor of London.
 - 20 January – London Councils' London Health Board representatives for London Councils met with Sir David Sloman, Vin Dawakar and Andrew Eysers.
 - 3 March – London Councils' London Health Board representatives held a political level meeting to review progress of discussions and the emerging propositions set out in this report.
9. It is expected that the question of health and care integration will also be raised at the next meeting of the London Health Board, currently scheduled for late May.

Emerging Propositions

10. Through discussion within local government a consensus is beginning to emerge around proposals that could meet borough needs and address the challenge that the NHS faces in delivering the Long Term Plan. Those propositions broadly relate to action which tackles technical barriers to closer collaboration within, for instance, a PCN, an ICP or an ICS.

11. The essential purpose of all discussions has been to improve health outcomes for Londoners, and to create a more sustainable health and care system addressing fundamental health and care challenges in London, including –

- Reducing demand on GPs and cutting waiting times for appointments.
- Reducing demand on other community and acute services.
- Earlier intervention to head off future service demand pressures, for instance by acting to increase the number of children that are school ready.
- Developing a more cost-effective balance of provision for those on the border between health and care.
- Enabling the quicker delivery of new primary care estate which meets the needs of the future, more joined up primary care offer, subject to growing GP numbers in London as well as better join up between primary and acute services.
- Creating better links to local government services that help maintain personal well-being, such as employment support, housing or leisure.

12. The emerging proposition is based on five core priorities –

1. **Establishing enhanced pooled funding arrangements at a borough level across a significant number of boroughs** to allow investment in shared priorities such as prevention and earlier intervention.
2. **Creating a clearer role for boroughs in the development and implementation of Primary Care Networks in London**
3. **A consistent commitment to borough leadership of each borough-based ICP board**
4. **A consistent London framework which articulates the potential future roles of Health & Wellbeing Boards and ICPs to emerge.**
5. **An overall “local by default” model of planning, performance management and delivery.**

13. These core principles remain draft and in development. However, the view of Leaders will shape the approach to the next phase of discussion with health partners.

The Next Phase of Engagement

14. The political and officer discussions have now reached the point where the next steps will be to refine the proposals and seek an agreement on a pan-London

approach with NHS London. To reach that point, the following steps are likely to be undertaken –

- Further discussion between the London Councils' London Health Board representatives with the key borough Chief Executive leads, including the CELC Lead Advisor.
- A workshop with a cross-section of borough Directors representing public health, adult social services and children's services.
- Meetings with NHS London to discuss integration at all three levels and the development of PCNs.

15. The outcome of these discussions will be reported to Leaders' Committee with any propositions that emerge for a more comprehensive strategy for collaboration in improve health outcomes and service effectiveness across the whole health and care system.

Recommendations

Leaders' Committee is asked to:

- Comment on the emerging propositions intended to accelerate improvements in health and care system through closer collaboration with the NHS in London as summarised by this report.
- Note that London Councils will take forward senior level member and officer discussions to refine propositions for discussion with the NHS in search of an agreement for a more comprehensive and London-wide approach to collaboration across the London health and care system.
- Note that a refined proposition will be reported to Leaders' Committee later in the year.

Financial Implications for London Councils

None

Legal Implications for London Councils

None

Equalities Implications for London Councils

None

Leaders' Committee

Climate Change Strategy

Item no: 8

Report by: Katharina Winbeck **Job title:** Strategic Lead, Transport and Environment Policy

Date: 24 March 2020

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Summary: This report seeks to update Leaders Committee on the work that has been taking place on climate change policy since the last report in December 2019 and what is planned in the run up to COP26 in November this year.

London Councils officers have been working closely with TEC, LEDNet and CELC to establish an ambitious programme of activity, support for individual climate action plans and a common approach to data.

Furthermore, London Councils is working with a number of organisations to develop the national advocacy asks and a programme of activity in the run up to the COP26.

This paper seeks endorsement of these activities from Leaders Committee.

Recommendations: Leaders' Committee is asked to:

- Endorse the addition of 'resilient and green London' as a seventh theme to London Councils ambition around climate change, as outlined in paragraph 6
- Endorse the requirement of boroughs individual climate action plans to include the actions as outlined in Appendix 1
- Endorse for all boroughs to use the data outlined in paragraph 16 to ensure a consistent, minimum standard across London boroughs
- Endorse the collaboration with the GLA on scope 3 emission research as outlined in paragraph 17
- Note and discuss the high-level governance as outlined in paragraphs 20-22
- Note and discuss the activities planned in the lead up to COP26 as outlined in paragraphs 23-27

Climate Change Strategy

Introduction

1. The Executive and Leaders' Committee considered climate change policy at their meetings in November 2019 and December 2019 respectively. Both committees expressed the desire to have oversight of activity and progress in this policy area, together with TEC.
2. London Councils, together with borough officers at different levels from policy officer through to director and chief executive have made progress in a number of areas, which Leaders will wish to comment on. TEC will have discussed a similar report at its meeting on 19 March.
3. COP26 is taking place in Glasgow 9-19 November 2020 and there are a number of activities and events leading up to this internationally significant event. London Councils is working with a number of colleagues to showcase the positive contribution of London local government to the climate change challenge at COP26.

Climate Change Programme of activity

4. London Councils has been working on six main areas of activities for boroughs covering; retrofitting all buildings, ensuring low carbon development for the future through boroughs' planning function, halving petrol and diesel journeys, buying and investing in renewable energy, reducing consumption emissions (also often referred to as scope 3 emissions) and building the green economy.
5. London Councils has been working closely with borough officers to develop more detail on these six ambitions, as well as governance arrangements, a common approach to data and reporting, and some shared priorities for borough climate action plans.
6. During these discussions, it has become clear that adaptation and biodiversity is missing from the list above and should be added. London Councils officers therefore suggest adding a seventh ambition about creating a resilient and green London.

Borough climate action plans

7. London Councils officers have analysed the four published borough climate action plans (some of which are currently undergoing consultation) together with three recent climate strategies, to identify key trends, and the level of alignment with the main programme of activity.¹

¹Camden Climate Action Plan (consultation in progress) – published Jan 2020; Hounslow Climate Emergency Action Plan (consultation in progress) – published Jan 2020; Wandsworth Climate Action Plan – approved by council on 27 Jan 2020; Richmond-on-Thames Climate Emergency Strategy 2020-

8. At least another 18 boroughs have announced an upcoming publication or a revision of their existing documents in 2020.
9. Although actions in the seven plans varied in scale and scope, they overall aligned strongly with London Councils climate ambitions. There were some additional actions related to air quality or overarching enabling actions for the council or other stakeholders (for example, raising awareness of climate change). This is illustrated in the two graphs below.

FIG. 1: SUB-TOPICS IN THE ORIGINAL 6 LONDON COUNCILS AMBITIONS

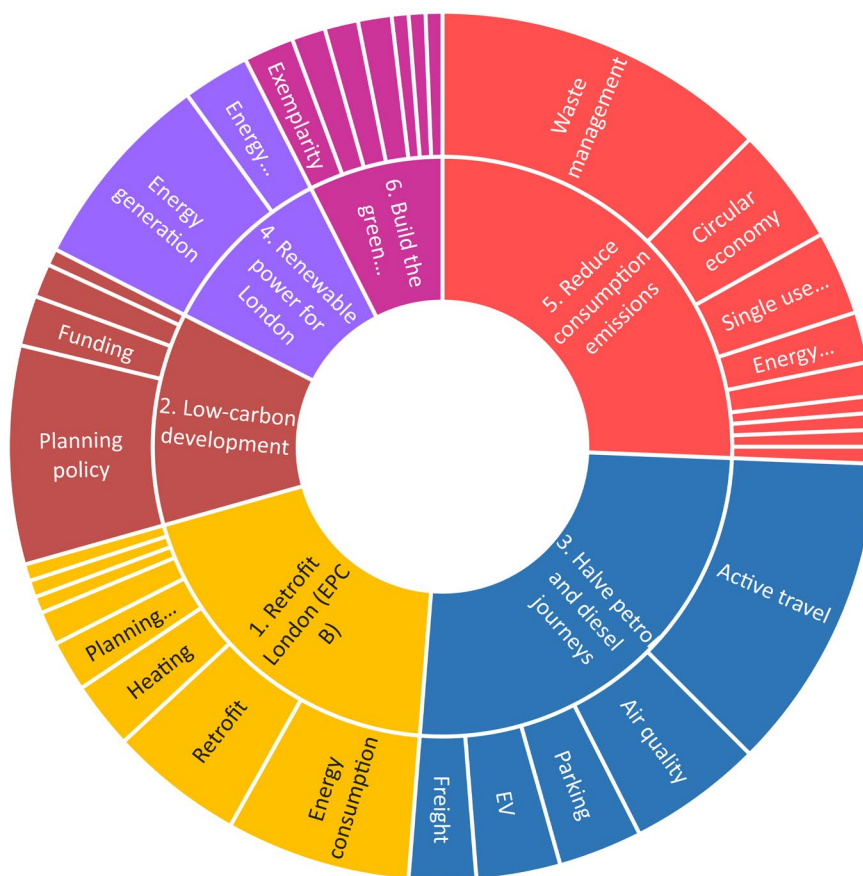


FIG 2: SUB TOPICS FOR OTHER IDENTIFIED CATEGORIES



10. In order to drive collaboration, learning and cost savings, London Councils officers, with support from senior officers through LEDNet and the CELC Environment sub-group have drawn together the existing plans into a single set of actions, organised via the seven ambitions, and a set of enabling actions (see Appendix 1).
11. It is recognised that each borough will need to respond to its own local circumstances. However, in order to meet the seven ambitions and allow London local government to speak with one voice on the climate agenda, all boroughs should adopt the thematic areas and actions as outlined in Appendix 1.

Borough climate change data

12. To deliver on their greenhouse gas emissions reductions targets, councils need to understand the source and size of their emissions, how actions can effectively reduce those emissions and how to track and monitor them effectively going forward. Given that many boroughs have committed to emissions reductions from their own council operations

and the wider borough, they will need an accurate picture across both council and borough emissions.

13. Emissions management is structured into three 'scopes':

- i. Scope 1 is direct emissions of greenhouse gases, for example from borough energy infrastructure, including gas boilers, and fleets
- ii. Scope 2 is indirect emissions associated with electricity purchased and used
- iii. Scope 3 is all other indirect emissions from activities that arise from sources boroughs do not own or control, for example procurement, waste and water use

14. Leaders have previously asked that London boroughs adopt comparable approaches to data management, so that an accurate picture of total borough emissions can be established, the efficacy of different approaches to emissions reductions (including their costs and co-benefits) understood and informed public engagement with council action supported.

15. Although it is accepted that greenhouse gas emissions data management will become more accurate over time, boroughs should start with a consistent minimum standard to ensure transparency around climate action. This minimum standard will be limited to scope 1 and 2 emissions in the short-term, because there is not currently a robust methodology for assessing London's scope 3 emissions.

16. London Councils officers therefore recommend that in the first instance all boroughs should capture:

- i. Total emissions from council operations (tonnes of carbon dioxide equivalent (tCO₂e)), which should be based on the now-retired Carbon Reduction Commitment (CRC) standard for council operations²
- ii. Emissions from council housing, which should be based on the energy that councils procure for housing
- iii. Emissions from the borough as a whole, which should be based on BEIS data³

Scope 3 emissions

17. Boroughs' scope 3 emissions are significant and include areas where there may be significant public interest – for example emissions from waste and recycling, or procurement. London Councils officers propose that work to develop data on boroughs'

² The CRC standard covers CO₂ from non-domestic energy supplies that the council procures, excluding housing and schools

³ Although the current Mayor of London is committed (through his London Environment Strategy) to the production of the LEGGI dataset, it has some differences from the BEIS dataset, and the production of the BEIS dataset seen as more reliable in the long-term as being produced by centrally by government.

scope 3 emissions should be undertaken in collaboration with the GLA, which has already started to get some consultancy support in this area.

18. Additionally, there are emission sources outside of the control of many councils, such as schools, where there will also be keen public interest. It is suggested that councils utilise their convening roles and status within their local areas to encourage and support organisations in their borough to report their greenhouse gas emissions also.
19. Moving forward, there is a need to continually review London's local government approach to data management and reporting, and to confirm clear principles for which data is reported, based on, for example, ownership of an asset, or control over energy purchasing.

Governance

20. Climate action presents a great opportunity to foster partnership working between boroughs, with London's residents, business, the health sector, GLA and many others.
21. London Councils has called on the next Mayor to set up a Climate Emergency Board that brings together London's elected leadership to engage with Londoners on how to create a zero-carbon city.
22. This joint governance board should have the remit and membership that can ensure that London is delivering the action needed to reach its climate ambitions, and that resources and support are directed to the right place to achieve this. This board should also ensure that London is speaking with a single voice in advocating for the powers, policies and funding that it needs to meet the climate challenge.

Other activities leading up to COP26

National advocacy plans

23. London Councils is working with partners in local government and the third sector, seeking to understand what local government would need in terms of leadership, powers, policies and funding from central government to deliver its climate ambitions.
24. There are three phases to this for 2020:
 - i. Wrote to the Chancellor ahead of the Budget on 11th March, arguing that the Government needs to send the right signals about its ambition and commitment to domestic climate action and stressing the importance of local authorities in delivery
 - ii. Preparation of local government's power, policies and funding asks of central government, to be launched at a Local Climate Emergency Summit in July
 - iii. Advocacy and interventions to lobby for these asks through the Spending Review and Party Conferences in the run up to COP26.

25. The coalition is broadly England-wide, so it is unlikely that London-specific asks will be included; however, if necessary, this can be enhanced with a sub-set of asks brought together by London partners.

London Climate Action Week

26. London Climate Action Week (LCAW) will be held from 27 June – 5 July 2020. This year, London boroughs will be keen to use this opportunity to share their plans and ambitions with stakeholders across the city, and to develop new partnerships and opportunities to deliver on climate action plans.

27. London Councils will partner with Climate Action⁴ to host a high level breakfast briefing between boroughs and selected private sector partners at the Climate Innovation Forum during LCAW. This provides a valuable opportunity to develop local government's strategic conversation with private sector partners who can support our shared ambitions; it may also set the stage for engagement at Climate Action's much bigger and more established Climate Innovation Forum, at COP26 in Glasgow in November.

Recommendations: Leaders' Committee is asked to:

- Endorse the addition of 'resilient and green London' as a seventh theme to London Councils ambition around climate change, as outlined in paragraph 6
- Endorse the requirement of boroughs individual climate action plans to include the actions as outlined in Appendix 1
- Endorse for all boroughs to use the data outlined in paragraph 16 to ensure a consistent, minimum standard across London boroughs
- Endorse the collaboration with the GLA on scope 3 emission research as outlined in paragraph 17
- Note and discuss the high level governance as outlined in paragraphs 20-22
- Note and discuss the activities planned in the lead up to COP26 as outlined in paragraphs 23-27

Financial implications for London Councils

None

Legal implications for London Councils

None

Equalities implications for London Councils

None

⁴ <http://www.climateaction.org/>

Appendix 1: Proposed alignment of borough climate change action plans

1. RETROFIT LONDON	2. LOW CARBON DEVELOPMENT	3. HALVE PETROL AND DIESEL JOURNEYS	4. RENEWABLE POWER FOR LONDON	5. REDUCE CONSUMPTION EMISSIONS	6. BUILD THE GREEN ECONOMY	7. CREATE A RESILIENT AND GREEN LONDON
Work with partners to identify mechanisms and secure funding to retrofit homes and workplaces in the borough, to increase energy efficiency and introduce low carbon heating sufficient to meet an average of EPC B across the borough	Change planning policy to require zero carbon developments, and/or introduce a climate emergency SPD	Build joined up cycling and walking infrastructure	Switch all council purchased gas and electricity to renewable or zero carbon sources, and drive energy efficiency improvements across the council estate	⌚ Provide clear, robust advice to residents and organisations on reducing their CO ₂ footprint	⌚ Provide training and guidance for council staff and contractors on sustainable procurement, including low carbon procurement standards	Map climate change vulnerabilities and adaptation opportunities within the borough, including flood risk and overheating analysis
Identify sources of funding for/means to incentivise private retrofit	⌚ Create a carbon offset fund	Enable active travel as part of wider schemes (healthy streets, liveable neighbourhoods)	Work with partners to explore options for a renewable energy PPA	Improve capture of new recycling streams, including food waste and textiles	⌚ Map out and support green local businesses	Support the delivery of sustainable drainage systems and urban greening
Engage with landlords, housing associations and businesses in the borough to encourage retrofitting of their premises	Support planners to secure low carbon standards and adaptation measures in final developments	Implement local low or zero emission zones	Work with UK Power Networks and other partners to prepare for a zero carbon grid, including use of smart energy networks	⌚ Support circular economy schemes and principles	Provide residents with skills and education to work in the low carbon sector	⌚ Plant trees
Take action to reduce overheating risk in existing and new buildings	Pilot passivhaus/low carbon design in council housing	Pilot and promote alternative means of transportation for urban freight	Support generation of renewable energy and low carbon heat within the borough	⌚ Conduct a waste inventory and review existing practices, including those of contractors	Ensure courses and curricula reflect changing job requirements	Avoid loss of green spaces and expand the network of open green spaces
Prioritise and support residents living in fuel poverty with targeted actions		Support the creation of travel plans for all organisations (e.g. council, schools)	⌚ Support opportunities for residents and businesses to create community energy generation projects	Reduce single plastic usage		⌚ Improve environmental practices in park maintenance operations
Enforce minimum energy standards in the private rented sector		Facilitate the uptake of ultra-low emission vehicles		Grow food locally		Require developers to improve the biodiversity value of their sites

ENABLING THE COUNCIL TO ACT					
GOVERNANCE	COMMUNICATIONS	LEARNING AND DEVELOPMENT	RESOURCES	DATA	LOBBYING AND INFLUENCING
Establish clear internal governance structures and a whole-council approach to climate delivery	🕒 Create a unified borough climate emergency 'brand'	🕒 Support the capacity and capability of all council staff to deliver on council climate targets	🕒 Identify funding needs and potential sources, from within and outside the council	🕒 Create a baseline of council and borough wide emissions	🕒 Lobby national to support a London wide position on climate change
🕒 Ensure that all council committee papers include the carbon impact of decisions	🕒 Increase engagement around climate change to help residents make climate-informed decisions	🕒 Review best practice by other councils	Set a climate budget as part of the borough's budget	Collect data on energy and CO ₂ from council operations	Lobby the private sector and London's growth partners to support climate action in London
🕒 Create a partnership panel to monitor the borough's climate action plan with residents (including young people) and others, and support co-design and co-delivery of borough-wide action	Support residents and businesses to register their climate change pledges		Review pension investment funds and ensure all council investment addresses the climate emergency, and/or divest from fossil fuels	Have contractors provide their own carbon emission data so it can be integrated in the councils' total	🕒 Support action in schools (e.g. influence curriculums, hold climate assemblies)
🕒 Ensure that those most vulnerable to climate impacts have a voice in the council's climate action planning and delivery	🕒 Integrate climate-related advice to council helplines				Work with local representative groups (e.g. Voluntary Action, Local Chambers) to support climate action
Ensure all existing council policies and procedures are revised and integrate low-carbon thinking					

Text that appears in **red** in the tables represents actions added by London Councils; actions with a clock symbol (🕒) are quick wins.

London Councils Draft Business Plan 2020/21

Item no: 9

Report by: John O'Brien **Job title:** Chief Executive
Date: 24th March 2020
Contact Officer: John O'Brien
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Summary

This paper sets out the main text of London Councils' draft Business Plan for 2020/21. The content of this is at Appendix One which summarises the discussions which have taken place with Executive portfolio holders, shadow portfolio holders and collectively by the London Councils Executive on 3rd March.

Clearly, the bulk of the content was developed before the COVID-19 issue was fully in sight. The Business Plan will need to adjust to take account of COVID-19 related activity and this may also have some consequential impact on the pipeline of some other activities.

Appendix 1 reflects the priorities that have emerged from discussions with Executive members and shadow portfolio holders, as well as via collective discussion by the London Councils Executive. Clearly, in finalising this and delivering the business plan, work will be done to ensure that value is added to individual items by bringing activity together under the over-arching themes that underpin London Councils work, including:

- Resourcing London
- Devolution and Reform of London's public services
- Shaping London and its localities
- Supporting London to deliver
- Influencing and strengthening London local government's wider contribution.
-

In addition, the content has explicitly sought to reflect the Pledges to Londoners previously agreed by Leaders' Committee.

Recommendations

- Leaders' Committee is asked to note the main text of the draft London Councils Business Plan for 2020/21 at Appendix One and, subject to any final comments, approve its adoption.

Financial implications for London Councils

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

Legal implications for London Councils

None

Equalities implications for London Councils

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

Appendices:

- **Appendix One:** Business Plan Portfolio Holder Priorities

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; including assessments of population movements between London boroughs.

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, police estate and facilities, and also 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, showing better health outcomes for citizens, based on 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, that includes enhanced mental health provision.
- d. Agreement of proposals for a step change in integrated health and care through an offer of borough level leadership across London embedding the role of Health and Well-being Boards and strengthening Local Care Networks.

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 Protect children in London and those arriving in London, ensuring high quality services and safeguarding

Act to broker new London-wide solutions that keep all children safe, improve safeguarding partnerships and transform supported specialist care for 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. Reform UASC, strengthening a regional approach for London, lobbying for the full recovery of the costs and developing solutions to repair the National Transfer Scheme.
- c. Develop a model of joint commissioning agreed by London boroughs that helps address the cost, quality and availability of specialist high cost, low incidence placements for young people.

2 Develop and lobby for inclusive reforms to education and children's services, that help all of London's children.

Deliver improvements to transform education and related children's services through early intervention, inclusive solutions and supporting mental health and well-being.

Outputs:

- a. Take action to ensure full participation by health and other partners in meeting SEND duties on demand management and provision and develop tools for assessing engagement with and contribution to SEND and Education Health Care Plans (EHCPs).
- b. Identify, develop and publicly promote delivery of innovative Pupil Referral Unit (PRU) models and alternative provision to reduce exclusions and support children to reintegrate into mainstream provision if appropriate, keeping young people safe from youth violence.
- c. Develop a strategy to support the growth of more special schools and PRUs in areas of demand in London boroughs.
- d. Develop new approaches to support mental health and well-being of children and young people in schools and their wider communities.
- e. 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 and reduce air pollution; 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, walking and cycling and related responses to growing demand.
- c. Make the public case to drive transport innovation in the capital, such as Dockless bikes, demand responsive initiatives, car sharing and autonomous transport.
- d. Make a public case to central government about the importance of borough influence on relevant rail franchise arrangements.

- e. Argue for a joint review of outer London bus services and improved funding for local roads through the LIP process.
- f. Lobby for the delivery of major transport investment including Crossrail 2, High Speed 2, Euston redevelopment, Bakerloo Line Extension, West London Orbital and Tram network.
- g. Develop proposals and media influencing fiscal devolution of transport taxes, including VED.

Transport and Mobility Services

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

Outputs

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

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

Outputs

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

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

Outputs

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

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

Outputs

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

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

Outputs

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

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

Outputs

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

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

Outputs

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

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

Outputs

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

8. Housing and Planning

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

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

Outputs

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

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

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

Outputs

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

3 Developing solutions to address homelessness in London:

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

Outputs:

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

4 Enabling borough placemaking and planning

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

Outputs:

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

9. Welfare Empowerment and Inclusion

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

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

Outputs

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

2 Optimising migration, social integration and inclusion

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

Outputs

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

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

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

10. Regional Employers

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

Outputs:

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

11. Grants

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

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

Outputs

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

Leaders' Committee

Pledges to Londoners - Update on Progress in Supporting Business and Inclusive Growth

Item no: 10

Report by: Dianna Neal **Job title:** Strategic Lead: Enterprise, Economy and Skills

Date: 24 March 2020

Contact Officer: Dianna Neal,

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

Summary: This paper provides an update on the supporting business and inclusive growth pledges agreed by Leaders' Committee as part of its wider Pledges to Londoners.

Recommendations: Leaders' Committee is asked to note and comment on this report.

Pledges to Londoners – Update on supporting business and inclusive growth

Introduction

1. Pledges to Londoners states that London is the business capital of Europe and the most outward looking global city on the planet. All London boroughs are committed to nurturing that success and ensuring that all Londoners can share in it. Boroughs aspire to be the first choice of every London business when it wants a conversation with London government.
2. While London continues to see strong employment and economic growth, the benefits of this growth are not spread equally. Some Londoners, such as disabled people and some BAME groups, are more likely to be unemployed and in-work poverty is high, with 58 per cent of Londoners in poverty living in a working household. This is a 50 per cent increase over the last decade¹.
3. The following Pledges were adopted by Leaders in the supporting business and inclusive growth policy areas:
 - Co-designing a Charter for Business with London businesses, improving London as a place to do business, promoting inclusive growth and positive dialogue.
 - Lobbying to ensure that post-Brexit development funding provides at least as much support to London as the current EU ESIF programme.
 - Working alongside the Mayor to transform adult skills training through the devolved powers starting in 2019; supporting in work progression and ensuring that we meet the job aspirations of learners and the skills needs of business in each part of London.
 - Working towards a better start for young people through improved careers advice, work experience for every young Londoner and building the case to extend skills devolution to include 14-19 provision.
 - Working in partnership with London businesses to help government reform the apprenticeship levy; including using London levy underspends to support training within London.
 - Creating a comprehensive local welfare support offer for those transferring to Universal Credit or at risk of homelessness, supported by work with government to develop more effective funding models based on invest to save principles.
 - Supporting 55,000 disadvantaged Londoners towards a job through the devolved employment programme agreed with the DWP.

¹ <https://www.trustforlondon.org.uk/publications/londons-poverty-profile-2017/>

- Lobbying government for co-location and joint working of council and Jobcentre Plus services.
4. The delivery of these pledges is being overseen by the Executive member for Business, Europe and Good Growth, the Executive member for Skills and Employment and the Executive member for Welfare, Empowerment and Inclusion. They reflect shared pan-London priorities for Leaders over the next three years but the list does not reflect the entirety of London Councils work around the economy, skills, employment and welfare for this period. This report provides an update on progress since the last report to Leaders' Committee on work around the Pledges in July 2019.

Progress Update

Supporting business

- i. Co-designing a Charter for Business with London businesses, improving London as a place to do business, promoting inclusive growth and positive dialogue.
 - ii. Lobbying to ensure that post-Brexit development funding provides at least as much support to London as the current EU ESIF programme.
5. London Councils has developed our Pledges to Business and these were agreed by Leaders' Committee in December 2019. We have also gained the support of key business organisations for the Pledges, including London First, the Federation of Small Businesses in London and the London Chamber of Commerce and Industry (LCCI). The Pledges for Business will be launched on 18 March 2020. We continue to engage with lead members for business and economic development in the boroughs and will be holding a series of events to encourage boroughs to actively use the Pledges and share good practice.
6. London Councils has also commissioned CEBR to undertake a survey of London's business base. The review looked at all businesses, but had a specific focus on micro-businesses, those employing less than 10 people. A business profile was developed for each borough, to support their understanding of the local business base. The report and borough profiles can be found [here](#).
7. London Councils, the Mayor and LEAP have recently written a joint letter to the Chancellor highlighting the urgent need for the government to provide details on the UK Shared Prosperity Fund (UKSPF) that will replace ESIF and Local Growth Funding. The letter calls for the UKSPF to be a less bureaucratic, fully-devolved and flexible single pot of long-term funding, with allocations based on a fair measure of need. London should receive at least as much funding as currently via ESIF and Local Growth Fund programmes, as part of an increased overall national pot. London Councils and the GLA held a workshop in

December 2019 of key local stakeholders to discuss how the UKSPF might be used in London. London Councils and GLA officers are developing a more detailed policy and lobbying plan around the UKSPF, as agreed by the Congress of Leaders in February 2020.

Skills and employment

- i. Working alongside the Mayor to transform adult skills training through the devolved powers starting in 2019; supporting in work progression and ensuring that we meet the job aspirations of learners and the skills needs of business in each part of London.
 - ii. Working towards a better start for young people through improved careers advice, work experience for every young Londoner and building the case to extend skills devolution to include 14-19 provision.
 - iii. Working in partnership with London businesses to help government reform the apprenticeship levy; including using London levy underspends to support training within London.
 - iv. Supporting 55,000 disadvantaged Londoners towards a job through the devolved employment programme agreed with the DWP.
 - v. Lobbying government for co-location and joint working of council and Jobcentre Plus services.
8. London Councils nominates five Leaders² to sit on the Skills for Londoners Board, which advises the Mayor on the devolved Adult Education Budget (AEB) and skills more widely. London Councils' Executive member for Employment and Skills co-chairs the Board. London Councils has been inputting into GLA work around better understanding the impact of the Adult Education Budget (AEB), focusing on economic and social outcomes. The GLA is exploring the feasibility of a London Learner Survey to capture and measure some of these outcomes. London Councils is highlighting the need for this survey to be large enough to provide robust borough level data. This is potentially an important first step towards moving to a skills system focused on outcomes, not solely qualifications.
9. In September 2019, London Councils and the Mayor jointly published [Skills for Londoners: A call for action](#), which calls for a new devolution and funding deal from government to establish an integrated, properly funded skills and employment system in London. It makes the case for further devolution around 16-18 skills provision, careers advice, apprenticeships, employment support and the UKSPF. We are looking to align lobbying

² These are: London Councils' Executive member for Employment and Skills, plus the Leaders who chair four sub-regional skills and employment boards.

activity with other cities and combined authorities to push for further skills devolution, ahead of the government's White Paper on Devolution.

10. London Councils is also developing additional evidence and more detailed proposals to support the case for further skills devolution. London Councils commissioned Impetus PEF to analyse data sets on young people not engaged in education, employment or training in London at a granular level. The [Employment Gap in London](#) report highlights how London's good educational performance is not sustained after age 16, with almost half of young Londoners leaving the system without A-levels or Level 3 qualifications. It also shows a complex picture at borough level, with significant variations in outcomes. London Councils produced a policy report [Level Up London](#), alongside the research, to argue for a local approach and further devolution, particularly 16-18 skills provision, careers advice and apprenticeships. Both reports were launched in February 2020.
11. London Councils is also working with the GLA and London First to establish more detailed proposals for what a devolved apprenticeship system in London would look like and achieve. We are working with boroughs and Sub-Regional Partnerships (SRPs) to consider what the borough role should be in any devolved apprenticeship system. We will also lobby government on more immediate flexibilities to the apprenticeship levy in its current format, following the government's commitment to look at improving the working of the levy.
12. The four devolved Work and Health Programmes (WHPs) in London have been running for almost two years. SRPs (who manage the programmes) have increased referrals and starts to the programmes, but performance remains below profile, as it does for the national programme. Participants coming onto the programme have more complex needs and there is a higher proportion of long-term unemployed claimants on the programme than originally anticipated. London Councils has worked with the SRPs to commission a pan-London evaluation of the WHPs in London and a Stage 1 report has been completed.
13. London Councils has recently brought together a small group of members, senior borough and SRP officers to start to discuss what any future devolved employment programmes should look like, building on the lessons of the WHP. We will be developing this work over the coming months, working more widely with boroughs and SRPs, to inform future discussions with DWP on devolved employment programmes.
14. In October 2019 London Councils held a meeting of JCP and borough officers at Croydon Jobcentre, where councils and JCP services are co-located, to discuss the benefits of this approach and/or aligning council and JCP services. We are meeting with the JCP Group

Director for London and Essex shortly to explore to discuss how this model could be extended in London.

Welfare

- i. Creating a comprehensive local welfare support offer for those transferring to Universal Credit or at risk of homelessness, supported by work with government to develop more effective funding models based on invest to save principles.

15. *Supporting Low Income Londoners: the future of Local Welfare* was published in Autumn 2019. The report provided a summary of existing local welfare provision in London, including case studies showing borough innovation to offer improved local welfare services. It concluded with a call for the Department for Work and Pensions to work with London Councils to further develop a new model of local welfare. A second report, *From dependency to self-sufficiency: a new model of Local Welfare* is in production and expected to be published in spring 2020. It makes the case for properly funded local support services. Three London boroughs (Greenwich, Tower Hamlets and Barking & Dagenham) were successful in bidding to become a pathfinder authority as part of the Local Government Association's 'Reshaping Financial Support Programme'. London Councils is part of the evaluation of this programme which will feed into the further development of a new local welfare support offer.

Next Steps

16. London Councils officers and Executive members will continue to work on supporting the implementation of the pledges as outlined in this report and will keep Leaders updated on a regular basis.

Recommendations: Leaders' Committee is asked to note and comment on this report

Financial implications for London Councils

None

Legal implications for London Councils

None

Equalities implications for London Councils

None

Leaders' Committee

Minutes and Summaries

Item no: 12

Report by: Lisa Dominic **Job title:** Senior Governance Support Officer
Date: 24th March 2020
Contact Officer: Christiane Jenkins
Telephone: 020 7934 9540 **Email:** Christiane.jenkins@londoncouncils.gov.uk

Summary Summaries of the minutes of London Councils

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

- YPES – 30 January 2020
- Grants Executive – 5 February 2020
- TEC Executive – 6 February 2020
- CAB – 13 February 2020
- GLEF – 21 February 2020

Young People's Education and Skills Board

Date	30 January 2020	Venue	London Councils
Meeting Chair	Cllr Georgia Gould, Leader of Camden Council and London Councils Lead Member for Employment and Skills		
Contact Officer	Peter O'Brien		
Telephone	020 7934 9743	Email	peter.obrien@londoncouncils.gov.uk

Present

Cllr Georgia Gould	Leader, Camden Council and London Councils Lead Member for Employment and Skills
Ben Anderson	Landsec (Employer Representative on the London Economic Action Partnership (LEAP))
Dr Graeme Atherton	Access HE
Yolande Burgess	London Councils
Brian McKeown	Department of Work and Pensions (DWP)
John Prior	Orchard Hill College (representing NATSPEC)
Tim Shields	London Borough of Hackney (representing the Chief Executive London Committee (CELC))
Jacques Szemalikowski	Association of School and College Leaders (ASCL)
Gail Tolley	London Borough of Brent (Representing the Association of London Directors of Children's Services (ALDCS))
Mary Vine-Morris	Association of Colleges (AoC) London Regional Director
Sarah Wilkins	Greater London Authority (GLA)

Officers

Peter O'Brien	London Councils
Tim Gallagher	London Councils

Apologies

Dave Keogh	DWP
Jane Hickie	Association of Employment and Learning Providers
Michael Heanue	GLA/LEAP
Paul Wakeling	Havering Colleges (representing AoC/Sixth Form Colleges)
Dr Sam Parrett OBE	London South East Colleges Group (representing AoC – General Further Education Colleges)

1 Welcome, Introductions and apologies

- 1.1 The Chair welcomed Board members, who introduced themselves and noted apologies for absence.

2 Declarations of interest

- 2.1 There were no declarations of interest.

3 Minutes of previous meeting and actions arising

- 3.1 The notes of the previous meeting were agreed and the progress of actions agreed at previous meetings was noted.

4 Youth Jobs Gap

- 4.1 Yolande Burgess presented an overview of the contents of a report commissioned by London Councils - *Youth Jobs Gap: The Employment Gap in London*. The report considers the progression of young people who are disadvantaged (i.e. eligible for free school meal) into employment. Yolande noted that the report will be launched in February 2020 and added that London Councils will be publishing its recommendations.

- 4.2 In debate, Board members stated that:

- London Councils should identify where good practice exists in London and indicate how it will be shared
- ideally, this report would sit alongside the report on post-16 education trajectories (when published)
- the report should be disseminated to sub-regional skills and employment boards;
- London Councils' recommendations should also pay reference to the *London Business 1000 Survey*¹, discussed at the last Board meeting
- it would be helpful to explore employment gaps using other measures of socioeconomic disadvantage (i.e. not only free school meal eligibility).

Action: Young People's Education and Skills team to work with the policy and communications team at London Councils to communicate the key messages from the research to sub-regional skills and employment boards

Action: Yolande to investigate the possibility of reporting on employment gaps based on a broader range of socioeconomic disadvantage measures

5 Policy Update

- 5.1 Peter O'Brien spoke to the paper that had been sent with the agenda and tabled a supplement, which will be incorporated into the post-meeting note.

- 5.2 The meeting made the following observations:

- there are three Institutes of Technology (IoT) in London (Barking and Dagenham College, Newham College and South Thames Colleges Group); the expansion announced by the government is expected to lead with more IoTs opening in areas that currently have none.
- All members agreed should take every opportunity to push for a definitive response to the Timpson Review.
- Mental health and wellbeing are of increasing concern to young people and a wide range of institutions. Board members referred to the work of Healthy London and mental health trailblazers in south London. John Prior said that Orchard Hill College is being approached regularly to offer specialist support in mainstream schools. Gail Tolley said that Brent Council is providing sessions on Trauma Informed Practice to staff and this is also being delivered in other boroughs.
- Research is needed, urgently, into changes in the child population in London; unanticipated decreases in some boroughs are having a significant impact on

¹ <https://www.londoncouncils.gov.uk/press-release/10-october-2019/london-chamber-and-london-councils-urge-full-apprenticeship-devolution>

schools. Sarah Wilkins said that this will be discussed at the London Education Officers Network meeting to be held on 4 March and Yolande will discuss the issue with the policy team.

Action: London Councils and the GLA to report back to the next meeting on work to establish demographic changes and any information on impact on school place planning

6 Performance Update

- 6.1 Peter O'Brien talked through the paper and said that a full performance report will be sent to Board members within a working week of the publication of updated figures from the Department for Education. This was accepted by the Board. An up-to-date membership list of the Operational Sub-Group (OSG) was also requested.

Action: Peter O'Brien to provide an updated Performance Report and a list of the members of the Operational Sub-Group to Board members

7 Apprenticeships Update

- 7.1 Tim Gallagher, Policy Officer at London Councils, delivered a presentation about Apprenticeship pay, the use of the Apprenticeship levy across London's borough councils and the systemic changes London Councils is proposing, highlighting:

- the different experiences of the use of the levy by public sector bodies
- flexibility in using the levy for provision that prepares young people for an Apprenticeship is crucial
- it was proving very difficult to get SMEs on board
- employers/providers need to understand the English and maths flexibilities that are available following the Maynard Review.

Action: Young People's Education and Skills to provide a briefing of flexibilities that can be applied to Apprenticeships

Action: Tim Gallagher to explore the activities of London boroughs with the most effective utilisation of Apprenticeship levy funds and report back to the Board

8 Policy Briefing

- 8.1 Subject to minor amendments and clarifications, the Board agreed both the draft Policy Briefing and Work Plan.

9 Any Other Business

- 9.1 Sarah Wilkins informed the Board of the GLAs progress in commissioning ESF provision and said that the next phase would start shortly.
- 9.2 Mary Vine-Morris advised the Board that the Independent Colleges of the Future project, commissioned by the AoC nationally, is nearing completion and undertook to provide access to the report when it is available.
- 9.3 Congratulations were offered to Dr Sam Parrett OBE, on her appointment as a National Leader of Further Education, Dr Caroline Allen DBE, who was recently honoured, and John Prior on the results of the recent Ofsted inspection of Orchard Hill College.

Date of the next meeting: Thursday 30 April 2020 at 13:00 at London Councils

Report from the Grants Executive Committee – 5 February 2020

Item no:

Report by: Ana Gradiska **Job title:** Principal Governance and Projects Officer
Date: 24 March 2020
Contact Officer: Ana Gradiska
Telephone: 020 7934 9781 **Email:** Ana.gradiska@londoncouncils.gov.uk

Summary: Summary of the minutes of the London Councils' Grants Executive Committee held on 5 February 2020.

Recommendations: For information.

In attendance:

Members Mayor Philip Glanville (Chair), LB Hackney, Cllr Paul Ellis (Vice Chair), LB Wandsworth, Cllr Gareth Roberts (Vice Chair), LB Richmond upon Thames, Cllr Charlene McLean, LB Newham, Cllr Jonathan Slater, LB Lewisham, Dhruv Patel OBE, City of London.
London Councils officers Yolande Burgess, Strategy Director, Frank Smith, Director of Corporate Resources (by telephone link, for Item 7), Daniel Houghton, Liberal Democrat Political Advisor, Jade Appleton, Conservative Political Advisor, Mehboob Khan, Labour Political Advisor, Ana Gradiska, Principal Governance and Projects Officer

The Chair welcomed members and London Councils officers to the meeting. The Conservative party advisor told members that Cllr Iain Bott had moved to a different role within City of Westminster and would no longer serve on the Grants Committee. It was expected that Cllr Bott would be replaced by Cllr Paul Swaddle, but formal notification of this was not expected until the March 2020 meeting of the Grants Committee.

1. Apologies for Absence and Announcement of Deputies

1.1 Apologies were received from Cllr Saima Ashraf, Cllr Miranda Williams, and Cllr David Leaf, who is currently on jury duty.

2. Declarations of Interests

2.1 There were no declarations of interest.

3. Minutes of the Grants Executive held on 12 September 2019

3.1 The minutes of the Grants Executive meeting held on 12 September 2019 were agreed.

4. Minutes of the Grants Committee meeting held on 13 November 2019 (for noting)

4.1 Members noted the minutes of the Grants Committee meeting held on 13 November 2019.

5. Grants Programme 2021-2025: Planning and Implementation

5.1 The Strategy Director said that the consultation regarding the 2021-2025 programme will be launched on Monday 10 February 2020. Members' views were sought on the content and format of the consultation, and they were invited to propose amendments or additions to the survey. They were also invited to propose additional stakeholders or groups that could contribute to the consultation.

5.2 The Strategy Director talked through the different parts of the consultation, namely: Combatting Homelessness, Tackling Sexual and Domestic Abuse, and Tackling Poverty, with a focus on youth. Consultees would also be invited to name other emerging or important issues that they felt should be covered under the existing priorities. She added that one of the emerging issues with regards to youth poverty was the issue of accessing opportunities. Apprenticeships were discussed; it was thought that a system similar to UCAS, which young people and those supporting them would be taught to navigate, would help young people get better access to available apprenticeships.

5.3 The Grants consultation has been set up through Survey Monkey and has been tested internally through London Councils. The consultation, which took 15-20 minutes to complete could be carried out on different types of devices e.g. mobile phones, iPads and laptops, but hard copies would also be made available. The consultation could be saved and did not need to be completed all at once. Measures were introduced within the consultation so that the respondents would be asked to clarify certain responses, for example, if they said an area or work was not a priority, they would be asked to say why they thought that, before moving on to the next stage of the consultation. There were no word limits on the comment boxes, in order to encourage thorough and informative answers.

5.4 Members made a number of suggestions on how to improve the consultation. The Strategy Director thanked members for their suggestions and said that she would talk to the Director of Communications at London Councils to help improve the consultation format. She said that the updated consultation would be sent to all Grants Committee members, who would be invited to reply by the end of Friday 7 February 2020, so that the consultation was ready to be released on Monday, 10 February 2020. Members of the Executive were also invited to send any further comments to the Grants team by Friday 7 February 2020.

5.5 The Strategy Director added that groups would be formed shortly to focus on developing specifications for the three priorities. Members were invited to volunteer to act as sponsors for the groups to support the work. A doodle poll will be circulated when the groups are set up to ascertain members' availability. Members would be encouraged to participate remotely if they were not able to come to the workshops, which would be held at London Councils. Cllr Slater said he was interested in the Tackling Poverty group.

5.6 Members agreed the activity timetable in Appendix 2.

6. Advice services for Priority 1 and Priority 2: service users with no recourse to public funds.

6.1 The Strategy Director said that the Leaders' Committee had approved recommendations for the £1,019,000 Priority 3 underspend to be redirected to helping service users with No Recourse to Public Funds (NRPF). She added that Leaders had recognised concerns that were expressed at the last Grants' Committee and agreed that the funds would provide additional value and help boroughs save resources with regards to NRPF issues. The Grants' Committee had asked that the new NRPF services, in addition to meeting the needs of users, should also reduce the support that was required from boroughs. Most of the

support currently given by local authorities to residents with NRPF was through section 17 of the Children's Act 1989.

6.2 The condition of receiving the additional NRPF grants was that the proposed services would lead to resolving and/or speeding up the resolutions of Supported Cases, which would reduce costs incurred by local authorities. The outcomes and outputs would be assessed on the understanding that this funding was for a year only, and the number of complex cases resolved in a year was likely to be low.

6.3 Organisations who had submitted an expression of interest in receiving the NRPF funding included Solace, Women's Resource Centre, Shelter and St Mungo's, whose clients were not supported under Section 17, but were still in need of advice, particularly related to the EU settlement scheme. Charities supporting women who came to the UK on spousal visas but did not have children, whilst not covered by Section 17, were also included in proposals as there were benefits to boroughs. In addition, Shelter has partnered with Praxis, a specialist immigration advice charity.

7. Month 9 Revenue Forecast

7.1 The Director of Resources dialled in remotely and introduced the final budget monitoring report for this financial year. He said that:

- There was a slight movement in the projected surplus, which had reduced to £21,000 from £40,000 as at Month 6.
- Total reserves have reduced fractionally, from £1.7m to £1.67m.
- Within this sum, there is £1.025million available due to the closure of the S.48 ESF programme, relating to borough contributions collected towards the funding of the ESF commissions (Priority 3) between 2015/16 and 2017/18. It was decided at the Grants Committee in December 2019 that these funds would be used for NRPF work that falls under Priorities 1 and 2.

7.2 Members agreed to consider options on the application of the £742,000 projected residual Priority 1 and 2 reserves at the AGM in July 2020.

8. Any Other Business

8.1 The Strategy Director said she was currently recruiting a Programme Manager ahead of the implementation of the 2021-2025 Grants Programme, and asked members to let her know if they knew of any suitable candidates. Members recommended LinkedIn.

Leaders' Committee

Report from the TEC Executive Sub Committee – 6 February 2020

Item no:

Report by: Alan Edwards **Job title:** Governance Manager
Date: 24 March 2020
Contact Officer: Alan Edwards
Telephone: 020 7934 9911 **Email:** Alan.e@londoncouncils.gov.uk

Summary: Summary of the minutes of the London Councils' TEC Executive Sub Committee held on 6 February 2020.

Recommendations: For information.

1. Attendance: Cllr Julian Bell (LB Ealing – Chair), Cllr William Huntington-Thresher (LB Bromley), Cllr Stuart King (LB Croydon), Cllr Wesley Harcourt (LB Hammersmith & Fulham), Cllr Phil Graham (LB Islington - Deputy), Cllr Claire Holland (LB Lambeth), Cllr Richard Livingstone (LB Southwark), Cllr Manuel Abellan (LB Sutton), Cllr Richard Field (LB Wandsworth) and Cllr Tim Mitchell (City of Westminster).

2. Apologies for Absence

Apologies for absence had been received from Cllr Scott-McDonald (RB Greenwich) and Spencer Palmer (London Councils).

3. Update on the Expansion of the Ultra-Low Emission Zone (ULEZ)

Alex Williams, Director of Borough Planning, Transport for London, introduced the item and made some of the following comments:

- Action was being taken to reduce the illegal and life-threatening levels of NO² in London. Road transport contributed a major part of the NO² emissions in London.
- In April 2019, the ULEZ replaced the T-Charge. In October 2020, the Low Emission Zone (LEZ) standards would be strengthened, and in October 2021, the ULEZ would be expanded to the North and South Circular.
- Compliance with standards had doubled since the ULEZ had been introduced - 39% in 2017 to 77 to 78% in 2019 for all vehicles.
- The introduction of the ULEZ has also had a big impact on reducing NO² concentrations outside central London, resulting in roads on the ULEZ boundary becoming cleaner.
- Over 4,500 people had now applied to the scrappage schemes. A scrappage scheme was currently in the process of being introduced for heavier vehicles

A Q and A session took place

The TEC Executive Sub Committee: **(i)** noted that local knowledge from borough officers would be needed to look into the impacts on specific roads (eg A205 in Richmond), **(ii)** noted that TfL would talk to borough officers regarding signage before Section 8s were submitted, **(iii)** noted that Section 8 approval would also be needed for the introduction of intra-zone cameras to ensure the Scheme was enforceable,

and **(iv)** agreed to send TEC Executive members an electronic version of the presentation and the first 6-month ULEZ Evaluation report.

4. Urban Design London (UDL) Update by Daniel Moylan and Councillor Nigel Haselden

Daniel Moylan, co-chair, Urban Design London, introduced the item and made some of the following comments:

- The UDL was set-up in 2003 and had expanded considerably since then.
- UDL was a not for profit organisation and was run by the UDL Board and hosted by TfL.
- UDL made a modest yearly surplus which was put back into the running of the organisation.
- UDL sponsored a wide range of events
- Support was given from member organisations – London boroughs paid £4,000 to be a member of UDL. This gave members access to a large number of training programmes.
- UDL had undertaken a Governance review in 2019. This led to five new non-voting independent members. UDL would now like to amend this so there could be six independent members. There was a very good spread of expertise among the Non-Executive members.

The TEC Executive Sub Committee noted the report.

5. Future Mobility Agenda: Task & Finish Group on Smart Mobility & Mobility as a Service (MaaS) Updates

The TEC Executive Sub Committee considered a report that provided members with an update on the final report of the Task and Finish Group on Smart Mobility and Mobility as a Service (MaaS).

Paulius Mackela, Principal Policy and Project Officer, London Councils, introduced the report and made some of the following comments:

- At the moment, a single multi modal journey in London (i.e. dockless bicycle, bus, shared car and then a train) requires different apps to plan, book and pay for the trip. MaaS is an opportunity to combine different modes of travel into one interface by letting users to book, plan, manage and pay in one go. MaaS also provides the tools to incentive certain journeys (i.e. most environmentally friendly or quickest).
- Other cities in Europe have developed plans at both city and national levels.
- The Task and Finish Group had not been asked to deliver MaaS – only to focus on the high-level picture and to analyse the current state of MaaS in London.
- Paragraph 15 (page 4) gave the recommendation that TfL should be the lead organisation to manage a pan-London MaaS solution, with support from London Councils and the boroughs.
- Not one single MaaS model could be used across different cities and countries, and any format developed would have to align with the London's transport and sustainability goals.

A Q and A session took place.

The TEC Executive Sub Committee: **(i)** agreed that TfL should be recognised as the lead organisation the development and management of a pan-London MaaS solution which had the public good at its heart, with collaboration and support from London boroughs and London Councils, **(ii)** agreed that Demand-Response Schemes be the third focus area of the Future Mobility Agenda, and **(iii)** noted that a report on the new Task & Finish Group would be brought to the next TEC Executive in July 2020.

6. Transport & Mobility Services Performance Information

The TEC Executive Sub Committee considered a report that detailed the London Councils' Transport and Mobility Services performance information for Quarter 3 2019/20.

Stephen Boon, Chief Contracts Officer, London Councils introduced the report and gave members an explanation for the targets that had not been met (the "red" and "amber" ratings).

The TEC Executive Sub Committee: (i) noted that the less than 40% for the “percentage of appeals allowed” target for the London Lorry Control Scheme would be looked into at the next Services Business Planning meeting, and (ii) noted the report and the explanations given for the “amber” and “red” ratings for the performance information in Quarter 3.

7. Royal Borough of Kensington & Chelsea CCTV Enforcement Approval.

The TEC Executive Sub Committee received a report that sought member approval for the Royal Borough of Kensington and Chelsea to commence CCTV enforcement of parking contraventions under the Traffic Management Act 2004, bus lane contraventions under the London Local Authorities Act 1996 and moving traffic contraventions under the London Local Authorities and Transport for London Act 2003.

The TEC Executive Sub Committee agreed that permission be given to the Royal Borough of Kensington and Chelsea to enforce parking, bus lane and moving traffic contraventions using CCTV.

8. Month 9 Revenue Forecast 2019/20

The TEC Executive Sub Committee received a report that outlined actual income and expenditure against the approved budget to the end of December 2019 for TEC and provided a forecast of the outturn position for 2019/20.

The TEC Executive Sub Committee: (i) noted the projected surplus of £743,000 for the year, plus the forecast net underspend of £2.590 million for overall Taxicard trips, as detailed in this report, and (ii) noted the projected level of Committee reserves, as detailed in paragraph 5 of this report and the commentary on the financial position of the Committee included in paragraphs 6-8.

9. Minutes of the TEC Main Meeting held on 5 December 2019 (for noting)

The minutes of the TEC Main meeting held on 5 December 2019 were noted.

10. Minutes of the TEC Executive Sub Committee held on 14 November 2019 (for agreeing)

The minutes of the TEC Executive Sub Committee held on 14 November 2019 were agreed as an accurate record.

The meeting finished at 11:35am

Leaders' Committee

Report from the Greater London Employment Forum – 21 February 2020

Item no:

Report by: Steve Davies **Job title:** Head of Regional Employers Organisation
Date: 24 March 2020
Contact Officer: Steve Davies
Telephone: 020 7934 9963 **Email:** Steve.davies@londoncouncils.gov.uk

Summary: Summary of the minutes of the Greater London Employment Forum held on 21 February 2020

Recommendations: For information.

1. Attendance:

Cllr Sade Bright (Barking & Dagenham), Cllr David Longstaff (Barnet), Cllr Alison Kelly (Camden), Cllr Manju Shalhul-Hameed (Croydon), Cllr Christine Grice (Greenwich), Cllr Carole Williams (Hackney), Cllr Zarar Qayyum (Hammersmith & Fulham), Cllr Tricia Clarke (Islington), Cllr Catherine Faulks (Kensington & Chelsea), Cllr Malcolm Self (Kingston), Cllr Andy Wilson (Lambeth), Cllr Mark Allison (Merton), Mayor Rokhsana Fiaz (Newham), Mayor John Biggs (Tower Hamlets), Cllr Richard Baker (Sub) (Richmond), Cllr Richard Clifton (Sutton), Cllr Guy Senior (Wandsworth), Cllr Melvyn Caplan (Westminster), Helen Reynolds (UNISON), Sean Fox (UNISON), Clara Mason (UNISON), Mary Lancaster (UNISON), Maggie Griffin (UNISON), Gloria Hanson (UNISON), Jackie Lewis (UNISON), Andrea Holden (UNISON), Jennifer Kingaby (Sub) (UNISON), Julie Woods (UNISON), Myra Wale (UNISON), Gary Cummins (Unite), Danny Hoggan (Unite), Henry Mott (Sub) (Unite), Jonathon Coles (GMB), Wendy Whittington (GMB), Peter Murphy (GMB), Donna Spicer (GMB) and Vaughan West (GMB).

2. Apologies for Absence

Apologies were received from Cllr Daniel Thomas (Barnet), Cllr Margaret McLennan (Brent), Cllr Daniel Beales (Camden), Cllr Simon Hall (Croydon), Cllr Kaushika Amin (Haringey), Cllr Candice Atterton (Hounslow), Cllr Amanda de Ryk (Lewisham), Cllr Jas Athwal (Redbridge), Cllr Geoff Acton (Richmond), April Ashley (UNISON), Danny Judge (UNISON), Onay Kasab (Unite), Susan Matthews (Unite), Kath Smith (Unison), Pam McGuffie (Unite), Penny Robinson (GMB) and George Sharkey (GMB).

3. Declarations of Interest

There were no declarations of interest.

4. Minutes of the Last Meeting Including Matters Arising

The minutes of the meeting held on 27 June 2019 were noted as a correct record.

Matters Arising

Item 6 – London Pensions Collective Investment Vehicle (CIV) Update

Sean Fox (UNISON) enquired whether:

1. The review of CIV took place in 2019; and
2. If it did then the Unions have not been informed so would like to know if they have been granted a seat on the Board.

The Chair responded that he understands that the review has taken place as this has been discussed at Leaders Committee. As the Union's will be aware CIV no longer sits within London Council, they are now a stand-alone organisation.

The Chair offered to raise the matter at a future Leaders Committee.

Steve Davies, Regional Employers' Side Secretary offered to find out the latest state of play and report back to colleagues in June.

Item 7 – Apprenticeships (Page 7)

Jackie Lewis (UNISON) highlighted that the Union's had requested for Apprenticeships to be a standing item on the GLEF agenda and requested that more detail be reported, this item is missing from the agenda today.

The Unions would like there to be regular updates on age profiles, different roles and diversity. We are also keen for information as the picture on type apprenticeships is changing with increasing numbers of people taking up higher level apprenticeships, therefore we would like more information about the level of apprenticeship and type of apprenticeship e.g. social work apprenticeship and numbers of staff taking up these opportunities.

With the social worker apprenticeships there is an opportunity for existing staff who currently do not have qualifications to be upskilled.

The Unions want to gain a picture of what boroughs are doing with higher level apprenticeships.

5. Mayor's Good Work Standard – Rachel Williamson, Greater London Authority

Rachel Williamson, Economic Development Team, Greater London Assembly (GLA) and informed colleagues:

- This is an update since the launch of the Mayor's Good Work Standard (GWS) which was launched 200 days ago.
- The GWS is the Mayor's benchmark for improving good work practice.
- The Standard is for any employer of any size.
- The GLA provide guidance and support to organisations.
- Looking to build a community of employers to share information.
- The GWS was a manifesto promise of the Mayor to raise employment standards in London and introduce fair pay – London Living Wage (LLW), fair deal for parents to return to work etc.
- The GLA family are accredited to the Standard.
- The GWS has been developed in conjunction with the trade unions and stakeholders.
- The GWS started pilot testing in 2019. 49 employers have met the benchmark and 120 currently going through the process which covers 194,000 employees. Six London boroughs have signed up and there are others in the pipeline.
- Speaking to early adopters of the Standard the themes are showing they are good employers who promote good work in their communities. Small employers are using the guidance to access support.
- Seeing more employers improving their practices over time. More organisations are paying the LLW following their involvement.
- Wealth of materials available on the GLA website and guidance on how to sign up to the Standard. Organisations initially go through a foundation stage and are asked to provide evidence to become accredited.
- There is a team in place who provide support to organisations wanting to become accredited.
- We are working with councils promoting the Standard to their wider communities.
- This is an employer facing initiative which includes signposting to the unions.

Mary Lancaster (UNISON) enquired whether it was public information on which employers are accredited and who makes up the Panel? Are the trade unions involved?

Rachel responded that information of which organisations are accredited can be found on the London.gov.uk website. In terms of trade union involvement on the panel David Wood and Ben Johnson are involved but no there is currently not any trade union on the panel but would welcome a discussion with the unions.

Danny Hoggan (Unite) informed colleagues that he had looked at and started to complete the application to become accredited as a small organisation and noticed that there were only a few questions around trade union recognition. Would I meet the benchmark if I did not recognise trade unions? In relation to contracted out services was the Mayor in a position to support companies who have sexual harassment cases against them (e.g. Woolwich Ferry case)?

Rachel responded that there are a mix of companies who do and do not recognise trade unions, organisations do not need 100% recognition but a majority do. You do not have to recognise trade unions to get accreditation.

Helen Reynolds, Joint Side Secretary (UNISON) enquired once an employer is accredited how are they reviewed to make sure they are keeping up with the Standard? Is there a route for employees to raise concerns who work within an accredited company?

Helen continued, 'when employers are accredited is there a point where they are asked to provide information on what their terms and conditions are and if they choose to slash these conditions after accreditation how do you know?'

Rachel responded that there is an expectation that any issues will flag up concerns and the employer will be revised by either rectifying or removing their accreditation. The accreditation lasts for four years at which point organisations are reviewed.

Gary Cummins (Unite) stated that in Lewisham the approach is that applying for the accreditation is a piece of work delegated to the HR department who tick boxes to see if they reach the Standard. There are no conversations with staff or the unions to see if they agree the organisation reaches the Standard.

This feels the same as the Investors in People Standard, staff did not feel engaged, but the council was awarded IIP status.

There is an assumption for employers that this is a legal requirement. Would like more information on what the minimum and maximum requirements are for annual leave along with a range of other terms and conditions.

The trade unions want to see actual figures and would welcome discussions with the GLA. We need to begin the dialogue with the GLA.

Rachel responded that there are examples of how people have approached gathering the information required through their corporate structure. We do know that people are completing the process differently.

In terms of legal requirements these will be at the Foundation stage before they get questioned about the application for Standard or Excellence accreditation.

This is a GWS. Some employers find it challenging but the Standard is in reach for all organisations. We would welcome further discussions on figures, numbers and good practice.

Cllr Tricia Clarke (Islington) stated that it is helpful to involve the trade unions at an early stage and thinks they should be on the Panel.

Rachel responded that the conversation is ongoing.

Helen Reynolds (UNISON) stated that it would be helpful if local authorities include the trade unions when they apply for the accreditation.

Jackie Lewis (UNISON) stated that it is not clear from the report what the differences are to signing-up. On page 13 of the report under 'Workplace Being' it says, 'sign up and adhere to the London Healthy Workplace Charter'. Have they not got their own Charter?

The unions would like a separate report specifically on the London Healthy Workplace Charter. Lambeth has signed-up, but it was not difficult to extract what they actually say when signing-up, so this is the same issue as signing up to the GWS.

Rachel responded that the London Healthy Workplace award goes into much more detail. For organisations who have this in place we passport this for organisations who want to go further in terms of wellbeing. This was an opportunity to highlight all difference schemes in one place.

6. Menopause - Support Arrangements – Helen Reynolds and Myra Wale (UNISON)

Helen Reynolds and Myra Wale's presentation covered:

- Why we need to talk about menopause in the workplace
- Why menopause is an issue for UNISON
- The practical considerations
- Possible symptoms and impact on work
- Menopause is an equality issue
- Menopause is a health and safety issue
- The benefits from negotiating a workplace menopause policy
- Getting started
- A word about menopause cafes
- Developing and communicating a strategy

Myra Wale, Area Organiser (UNISON) informed colleagues that she has been working with Kensington & Chelsea who are running menopause cafes which foster an environment where colleagues can engage and have discussions.

The cafes were agreed under the Wellbeing and Adoption Policy and provide a confidential space for people to attend and speak. The cafes are run every two months.

We worked with women on changing terminology such as 'hot desk' to 'cold desk'.

Line managers sometimes felt uncomfortable having discussions, so we now have an in-house champion who attends meetings.

Staff can leave a card on their desk to let colleagues know that they have gone outside for some fresh air.

Uniforms have been changed and for front-facing staff rotas have been put in place for toilet breaks.

Staff need to feel confident and be respected.

The Chair stated that this is an issue which has been raised at lots of officer meetings over the last year or so and they are sharing good practice.

Cllr Catherine Faults (Kensington & Chelsea) informed colleagues that they are leading the way and doing this in other areas like dementia.

Steve Davies, Employers' Side Secretary highlighted that the report covers what boroughs are doing and reiterated what the Chair said that discussions have been taking place at the OD, HR policy and Heads of HR network meetings. As a region London are ahead of the game compared to other regions around the country.

Jackie Lewis (UNISON) stated that this is the law, they have legal obligations to support staff, so employers should have already been doing this. The big thing is to talk, this is not a taboo subject.

The language used is incredibly important and how it is presented. This is not just women of a certain age. There is specific reference guidance on UNISON's website about the language and addresses the issue of who the menopause affects. Would like to urge people developing policies to have a look at the wording on the website.

Cllr Sade Bright (Barking & Dagenham) informed colleagues that Barking & Dagenham has produced written guidance on the menopause in the workplace which has been published on our website since 2018. We also hold workshops, events, celebrated World Menopause Day in both 2018 and 2019 and will also be celebrating again this year. There is a wealth of materials and we also have a women's menopausal support group which also covers support for men.

Cllr Carole Williams (Hackney) thanked union colleagues for the work they have done and for including trans staff in their guidance. This is incredibly important and really appreciate Jackie Lewis highlighting inclusive language and continually talking.

7. EU Settled Status Scheme

The Chair highlighted the report and stated that we need to keep supporting our workforce and keep communicating.

Gary Cummins (Unite) stated that it was useful to have an update, but it raises flags. Whilst we appreciate that authorities are working to get the best outcome for their workforce this is not something for them to just pass to their legal teams to deal with. They are not specialists in this area. It is simple and complex wording which is the factor.

Authorities need to seek advice from the appropriate law experts.

The Chair responded that the Employers' Side appreciate and respect the comments made.

Steve Davies, Employers' Side Secretary stated that he understands that authorities have specialist legal advisers bought in to provide advice to employees and apologised for any simplistic wording in the report that may have given the wrong impression of what councils do in practice.

8. Any Other Business

There was no further business.

The meeting was concluded at 12.52pm

10. Date of Next Meeting: 25 June 2020 (AGM)