

London Councils Business Plan 2020/21

Item no: 9

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Summary

This paper sets out the main text of London Councils' proposed Business Plan for 2020/21. The content of this is at Appendix One. This both builds on the discussions which originally took place in February and March with Executive portfolio holders, shadow portfolio holders and collectively by the London Councils Executive on 3rd March, as well as more recent consideration amongst members and officers of how the plan now needs to evolve to reflect the changed landscape brought about by the impact of the COVID 19 pandemic.

Whilst the revised version captures changes that have been identified to this point in time as a result of London local government's response to the pandemic, there is a recognition that there will need to be ongoing flexibility in the work programme to take account of the need to support our member councils in ways that have not yet been fully identified. In addition, the work of the London Recovery Board, which is a joint GLA and London Councils structure, is just beginning and its work is likely to impact upon the type of tasks that London Councils will need to undertake. Moreover, the priorities of the London Councils Executive in respect of renewal work to support boroughs and groups of boroughs will also need to be fully reflected in the programme. 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.
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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 Recovery and Renewal

1 Building Back Better – recovering and renewing London’s economy, public services and social fabric.

Building a fairer, more inclusive Capital, comprised of re-energised public services; revitalised community participation; and more dynamic local economies – drawing on the innovations and energy displayed in the response to Covid 19 and using the levers of devolution and public service reform.

Outputs

- a. Co-ordinate borough and sub-regional input into London’s key economic and social recovery workstreams- working through the Recovery Board (jointly led by London Councils’ Office Holders and the Mayor of London) and drawing on wider contributions from London local government (*i.e. from Leading members supported by a range of managerial and professional advisors*).
- b. Deliver research demonstrating the added value of the local/borough contribution:
 - Collect and share lessons learned around the borough response to Covid 19;
 - Commission other useful contributions to support the London local government contribution to recovery
- c. Support service improvement, by collecting and sharing the best emerging local government practice in tackling inequality; co-ordinating, where appropriate, across service areas – with the aim of helping local initiatives to tackle unfair outcomes (e.g. those disproportionately affecting BAME communities) – supported by targeted early intervention.
- d. Promote public service reform and catalyse borough innovation, drawing on Covid 19 learning – together with service, practice and process reinvention
 - Bring partners together to share ideas and innovative practice.
 - Work with boroughs, sub- regional partnerships and pan-London agencies to ensure that borough groupings can add the maximum value to devolved services.
 - Support engagement and negotiation with the Mayor and GLA to further strengthen governance and collaborative working on devolved services throughout London.

- e. Develop and deliver a coherent advocacy strategy – in partnership with the Mayor of London – to gain sustainable funding and further devolved powers to build back London's public services and community capacity.

2 Finance, Performance & Improvement

2.1 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 emergency response funding for COVID-19.

Outputs

- a. Analysis and lobbying to secure adequate funding to meet the immediate and longer-term financial impacts of COVID-19.
- b. A compelling and evidence-based set of campaign documents and related lobbying leading to a final submission to government ahead of Spending Review 2020.
- 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 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.

2.2 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 into the Government's fundamental review of Business Rates, due to conclude in autumn 2020, seeking substantial change and greater local control of any replacement.
- 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, as part of an overall funding system that provides sufficient and stable resources for local councils.
- 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.

2.3 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 understanding of the financial risks facing London local government and work with treasurers and chief executives to support financial resilience that will be tested as a result of COVID19.
- e. Develop a repository of supportive materials to share learning and good practice around commercialisation.

2.4 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.

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- 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.

To support Covid recovery, LOTI is additionally helping boroughs:

1. Use data to identify vulnerable groups who need specific support as a result of Covid
2. Adopt digital tools and methods to understand and address major challenges around tackling vulnerability and promoting inclusion.

3 Skills and Employment

3.1 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 responsive to employer and community needs across London and support the economic recovery from the impact of Covid-19.

Outputs:

- a) Develop a set of proposals on how the skills system will contribute to the economic recovery that supports unemployed Londoners to progress into work; low paid Londoners to progress in their careers, responds to the changing skills needs of business, provides rapid reskilling linked to job creation schemes and reduces inequalities such as the digital divide. The proposals will set out a case for a devolved approach with a clear role for boroughs and sub-regions and will cover AEB, apprenticeships, careers and 16-18 provision and will contribute to the missions of London's economic recovery work.
- b) Influence the government's review of the apprenticeship levy, lobbying for practical changes to the levy in London to ensure that apprenticeships play a central role in the recovery, 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 and for boroughs to use apprenticeships for job creation.
- d) Hold and promote the Apprenticeship Awards to recognise excellence and raise the profile of boroughs' work.
- 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.

3.2 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 newly unemployed and the most disadvantaged groups, through devolution and better service integration at local levels within London.

Outputs:

- a) Develop proposals for how London's employment support services will contribute to the economic recovery during the Covid-19 pandemic over the short, medium and longer term. These proposals will cover the newly unemployed; those most severely affected by the impact of the Covid-19 pandemic, such as young people; and the most disadvantaged Londoners. It will promote a devolved approach, building on lessons from the Work and Health Programme, integrating with key services, particularly skills provision and will contribute to the missions of London's economic recovery work.
- b) Support London boroughs to effectively manage the Work and Health Programme and use it to support the response to the impact of the Covid-19 pandemic, 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) Work closely with JCP and boroughs to promote co-located and/or integrated employment services as part of the employment response to the impact of Covid-19, gaining senior buy-in within boroughs and building a public case for further reform.

4 Crime & Public Protection

4.1 Work with partners to reduce all forms of serious violence, including violence against women and girls; and ensure that levels of violence remain low as lockdown restrictions are eased.

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. Lobby for a strengthened approach to Prevent delivery, which provides support for all boroughs, underpinned by effective intelligence and information sharing with boroughs.

4.2 Act to ensure every Londoner feels safe, supported by both front-line policing and borough commitment to crime prevention; and step up work to tackle the causes of inequality within the Criminal Justice System

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 - taking into account the need to take practical action to tackle inequality and any identified unfairness.

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Outputs

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.

- a. 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.
- b. 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.
- c. 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.
- d. Develop a practical pan-London project to address the causes of inequality within the Criminal Justice System, including unfair outcomes (disproportionately affecting communities) – supported by targeted early intervention.

5 Business Europe and Good Growth

5.1 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 pan-London and local inclusive economic growth following the impact of the Covid-19 pandemic.

Outputs:

- a. Market and implement a support offer to London boroughs to adopt the Pledges for Business, that builds on borough links to business during the pandemic, measures progress and impact, shares good practice, raises ambition and encourages business to support inclusive economic growth.
- b. Develop proposals to support London businesses to recover and grow again, following the economic impact of the pandemic, promoting a devolved approach and identifying a clear role for boroughs and sub-regions.
- c. 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, as part of the economic recovery work.
- d. 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.
- e. Working with the GLA and other stakeholders, run a campaign to ensure that funding to support the economic recovery is devolved to London government including a fair share of the UK Shared Prosperity Fund.
- 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 the economic recovery and community cohesion, particularly in London's high streets and through the cultural industries.

6 Health and Social Care

6.1 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 health recovery planning 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 reform proposals, including learning from the emergency response to Covid, showing better health outcomes for citizens, based on improving the quality of and more equitable 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, without which the aspirations of the NHS Long Term Plan will not be achievable.
- c. Lead London level partners negotiations in pursuit of a joined up approach to prevention and health and care recovery and a refreshed devolution agreement.
- d. Agreement of proposals for a step change in integrated health and care through borough level leadership in order to make the wider contribution of boroughs through prevention and early intervention central to achieving sustainable health and care provision.

6.2 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.

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- c. Publish a range of evidence promoting interventions delivered by boroughs to transform adult social care, for instance the use of reablement nurses, dementia care nurses, emotional resilience support in schools, supported living, voluntary sector support and community activity to reduce social isolation and loneliness. 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.

6.3 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 PrEP, and in doing so champion the impact of borough collaboration on, for example, HIV prevention and sexual health services which tackles HIV and other sexually transmitted infections.
- c. Highlight the achievements in utilising boroughs public health expertise and powers to deliver prevention and control of the Covid infection.
- d. Lead the development of knowledge and effective practice aimed at tackling the disproportionate health impact of Covid, as well as the range of reasons behind the disparity, and ensure the borough voice is influential within London level health inequalities partnerships.
- e. 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.

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- 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.

7 Schools and Children's Services

7.1 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. 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, and take collective steps to tackle other placements pressures, including foster care, as lockdown eases.
- b. Maintain heightened awareness of the impact of emergency lockdown measures on children and young people, including on their mental health, and develop appropriate collective actions to support children and young people's outcomes through recovery.
- c. 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.
- d. Continue to lobby for the full recovery of UASC costs and developing solutions to repair the National Transfer Scheme.

7.2 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 build on increased 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 support programmes and alternative provision to prevent exclusions and support children to reintegrate into mainstream provision if appropriate, keeping young people safe from youth violence.

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- c. Identify and promote models of targeted provision/support for pupils from disadvantaged backgrounds with focusing on the attainment gap, additional support needs and the digital divide.
- d. Develop and promote 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 ensure the market can deliver provision for changing demand and if this is achieved, to better join up Best Start, Healthy Child and school readiness initiatives across London.

8 Transport and Environment

8.1 Leadership and collaboration to address the climate change emergency and London's wider environmental challenges in the context of a green recovery from Covid-19.

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. Secure low carbon solutions as a core principle of action for the London Recovery Board.
- b. 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.
- c. Develop and publicise a collaborative strategy to develop London's green economy with support from business and the Mayor.
- d. Run a wider media campaign to publicise the importance of climate action and London boroughs' contribution to addressing this challenge.
- e. Deliver powerful advocacy interventions that call for adequate powers and funding to deliver on our shared ambitions to tackle the climate change and ecological emergencies and the crisis around air quality.
- f. Lobby to influence statutory guidance for consistency in recycling and for additional powers to improve air quality.
- g. Develop and publicise a collaborative strategy to prioritise walking and cycling in existing and future developments with support from TfL and the Mayor.

8.2 Promote transport infrastructure investment for London to support the economic recovery from Covid-10 and good growth in the longer term.

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 that supports the economic recovery from Covid-19 and addresses enhanced connectivity, orbital travel, platform extensions, walking and cycling and related responses to growing demand.

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- c. Make the public case to drive transport innovation in the capital, such as micromobility (dockless bikes, e-bikes and possibly e-scooters), 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 additional resources to respond to the Covid-19 crisis and encourage more active travel across London and improved funding for local roads through.
- 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

8.3 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 renewal of Freedom Passes expiring in 2021 and the mid-term review of passes expiring in 2023.
- c. Ensure that the service and associated contracts are reviewed and where necessary updated to account for the impact of COVID-19.
- d. Further enhance customer experience through improved digital service provision.

8.4 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. Maintain improvements in service reliability.
- c. Ensure that the service and associated contracts are reviewed and where necessary updated to account for the impact of COVID-19.

8.5 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.
- c. Ensure that the service and associated contracts are reviewed and where necessary updated to account for the impact of COVID-19, including the impacts of the temporary suspension of enforcement between 17 March and 15 June.

8.6 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.
- c. Continue to work closely with the Local Government Association and British Parking Association in developing and publishing advice to all authorities on parking and traffic management in light of the COVID-19 emergency.
- d. Continue to lobby Central Government for additional parking and moving traffic enforcement and management powers to help ensure road user safety. The need for this has intensified with the active travel focus in light of COVID-19.

8.7 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.

8.8 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.

8.9 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.

8.10 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 Direct Vision Standard Scheme and amendments to the Congestion Charge and ULEZ schemes in response to the COVID-19 emergency.

9 Housing and Planning

9.1 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 and stimulate CV-19 industry recovery, through:
 - i. New models for subsidy, finance and shared ownership that work for London.
 - ii. Collaborative solutions and incentives to increase the total capacity and skills of staff in the sector.
 - iii. Improvements in bringing forward land and financing arrangements, working across the public sector estate.
 - iv. Significantly improved solutions to front load delivery of social infrastructure (e.g. schools, health facilities etc).
 - v. 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.

9.2 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.

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- 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.

9.3 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, and a new approach to rough sleeping following the change in practice caused by CV-19..

Outputs:

- a. See to completion the Rough Sleeping Next Steps Strategy and support boroughs in their work to find move on accommodation and appropriate support
- b. Promote Capital Letters to grow its membership, increase procurement, work with large scale landlords and manage the market.
- c. Deliver and publicise research on best practice in homelessness prevention services, including rough sleeping, focusing on the shared learning following the CV-19 crisis
- d. Work with the GLA and boroughs to take a more strategic approach to rough sleeping following the CV-19 crisis, building on emergent partnerships, and developing a new approach to service delivery,
- e. Deliver and use research to lobby for sufficient homelessness funding, especially in the light of the increased pressure on services following the CV-19 crisis and the need to accommodate NRPF clients.
- f. Complete 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.

9.4 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.

10 Welfare Empowerment and Inclusion

10.1 Highlight the impact of welfare reform on Londoners; and design a comprehensive local welfare support offer that offers opportunities for all Londoners to flourish as part of London's recovery plan.

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 can inform the social recovery programme and be used in influencing government to secure the necessary resources and policy changes.
- 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:
 - i. 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.
 - ii. A full-scale review of Discretionary Housing Payments, including a fair distribution of funding that matches demand in local areas.

10.2 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

Item 9 – Appendix 1

- 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 highlighting, in particular, the needs exacerbated during the Covid 19 pandemic, 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.

11 Regional Employers

11.1 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.

12 Grants

12.1 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.