

Leaders' Committee

7 July 2020 – 11:30 am

Virtual Meeting via 'Teams'

Labour Group: Political Adviser: 07977 401955)	'Teams'	10:00
Conservative Group: (Political Adviser: 07591 389100)	'Teams'	10:30
Liberal Democrat Group: (Political Adviser: 07858 924941)	'Zoom'	10:45
Contact Officer:	David Dent	
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Agenda item

1. Apologies for absence
2. Declarations of Interest*
3. Minutes of the Leaders' Committee held on 11th February 2020
4. Covid 19 Pandemic: Recovery and Renewal
5. Local Government Finance - update
6. NHS Collaboration
7. Climate Change and Green Recovery from Covid-19
8. Unaccompanied Asylum-Seeking Children
9. London Councils Priorities and Business Planning 2020/21
10. Feedback from Joint Boards:
 - London Economic Action Partnership Board (LEAP)
 - Skills for Londoners Board (SfL)
 - Homes for Londoners Board (HfL)
 - London Health Board (LHB)

11. Proposed Protocol for London Councils Virtual Meetings

12. Minutes and summaries:

- YPES – 30 January 2020
 - Grants Executive – 5 February 2020
 - TEC Executive – 6 February 2020
 - GLEF – 21 February 2020
 - Executive – 3 March 2020, 19 May 2020
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13. Urgency Report

***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).

Agenda item		Page
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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
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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

Covid 19 Pandemic: Recovery and Renewal

Item no: 4

Report by: Doug Flight **Job title:** Strategic Lead

Date: 7 July 2020

Contact Officer: Doug Flight

Summary: This report provides an overview of the emerging pan-London Coronavirus (Covid 19) transition, recovery and renewal structures before beginning to explore the role London local government can play.

Recommendations: Leaders' Committee is asked to:

1. Note the transition from the London resilience arrangements, including the establishment of the Transition Board and the Recovery Board.
 2. Comment on:
 - a. The opportunities and challenges for London local government during the recovery phase?
 - b. How London Councils might best support co-ordination of London local government's own renewal aspirations – drawing on political, managerial and professional expertise in the boroughs?
 - c. How to optimise alignment of borough-led renewal work with the work of the Transition Board and the Recovery Board?
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London Local Government Resilience Response to the Covid 19 Pandemic – Recovery and Renewal

Introduction

1. London local government's Covid 19 related work has emerged from the immediate response and mitigation phase - and is transitioning towards recovery and renewal. The initial local government response was escalated in step with the stand-up of the formal inter-agency London Covid 19 Strategic Coordination Group (SCG) - with London local government represented through London Local Authority Gold.
2. The strategic and tactical responses at local and pan-London level were subsequently strengthened through enhanced sub-regional co-ordination - to marshal the resources of boroughs as effectively as possible. The next phase of activity begins to move the Capital on from mitigating the immediate implications of the pandemic on our communities and businesses – taking us through the steps required to build London's recovery and renewal, using newly developed structures and arrangements.
3. This report provides an overview of the new pan-London transition and recovery arrangements, including the structures that will facilitate leadership of London's recovery and renewal. It will outline the role of London local government within these structures and arrangements and the role London Councils is beginning to play in capturing the political and professional learning of member councils, commissioning specific interventions that will add value to the work of councils and groups of councils and developing options and arguments for London local government to deploy. This work builds on the steer given by the Executive at its meeting in June 2020, and involves co-ordinating policy input, sharing information and practice as well as advocating on behalf of London local government and our communities.

Background – pan-London Covid-19 resilience arrangements: immediate response and mitigation

4. A formal SCG was initiated on 3 March 2020 with the mandated responsibility to lead the pan-London emergency pandemic response. John Barradell, Chief Executive at the City of London Corporation and Eleanor Kelly, Chief Executive at the London Borough of Southwark became independent Co-Chairs following confirmation from Government.
5. A dedicated London Local Authority Co-ordinating chief executive was introduced for the Covid 19 response to represent the local government sector on the SCG, provide continuity and release the regular on-call Gold Chief Executive to respond to any other incidents which might occur. In support of the London Local Authority Co-ordinating 'Gold' chief executive, a range of Task and Finish groups - led by chief executives - addressed key local government issues; supported by a wider group of senior officers as well as colleagues from London Councils and the boroughs.
6. The initial pan-London response phase was characterised by close working between a range of partners, with local government often at the forefront. Through the initial arrangements, in collaboration with partners, London local government achieved a number of successes including the establishment of a pan-London Personal Protection Equipment (PPE) procurement system, accommodating over 1000 homelessness people during the pandemic and establishing robust Shielding Hubs that have provide essential support to vulnerable residents. London Councils, itself, has played a multidimensional supporting role in backing up the broader London local government contribution, as set in the reports to the Executive in May and June 2020.

Pan-London recovery arrangements: the transition to recovery and renewal

7. The initial emergency response phase of the Covid 19 pandemic has been reshaped, reflecting the consistent fall in Covid-related deaths (particularly when compared to the designated 'peak' in May); the increasing relaxation of lockdown measures and the gradual re-opening of businesses and public services. This transition is increasingly being recognised as an opportunity not only to recover,

but also to renew and '**Build Back Better**', aiming for genuine improvements for all Londoners - rather than a return to pre-Covid 'normality'.

8. London's recovery effort will be led, in parallel, by two distinct boards addressing the need for both a short-term transition and longer-term recovery:

- **The London Transition Board** – Co-chaired by the Secretary of State for Housing, Communities and Local Government, and the Mayor of London – is leading the Capital's transition out of lockdown and co-ordinating the response to emerging trends, issues and risks, as the economy begins to reopen - whilst controlling the virus.
 - The Transition Board has convened a range of key stakeholders to address broader short-term challenges such as transport, social care, infection control, re-opening the economy, community cohesion and the potential of a 2nd wave. London local government will be represented on a number of these groups at both professional and political level. The Board will also oversee the existing programmes that underpin the ongoing and future response to Covid 19 – including the Mortality Management Group, the PMART process alongside other risk identification, mitigation and co-ordination planning.
 - The inaugural meeting took place on 9 June 2020 and its membership includes the London Councils' Chair, Deputy Chair and Vice-Chairs – who all attended and added the perspectives of London boroughs. The Chair of the Chief Executives London Committee is also a member of the Board. It is expected that the Board will continue to meet until the end of 2020.
 - The operational work of the SCG will morph into a Transition Management Group. This multi-agency group will be responsible for the oversight of the joint work undertaken across London at both pan-London and sub-regional levels and will provide assurance to, and deliver the objectives of, the Transition Board.
- **The London Recovery Board (LRB)**, will run in tandem with the Transition Board but with a longer-term view. This Board is Co-Chaired by the Chair of London Councils and the Mayor of London. It has started to plan and oversee

the Capital's wider economic and social recovery. The Government is represented on the Board by Paul Scully MP, Minister for London (and for Small Business, Consumers and Labour Markets).

- London Councils has nominated leading Members to the two key strands, dealing respectively with economic and social recovery:
- Cllr Georgia Gould will lead on the Economic Recovery workstrand and is Co-Chairing a working group with Deputy Mayor Jules Pipe.
- Cllr Ruth Dombey is Co-Chairing the Social Recovery workstrand, along with Deputy Mayor Debbie Weeks-Bernard.
 - **The Economic Recovery** working group is focusing on stabilising and then re-igniting the Capital's economy, encompassing broad themes such as unemployment, economic growth and a cleaner, greener London.
 - **The Social Recovery** working group will address the broad spectrum of social issues that have been impacted by the pandemic, including themes of poverty, keeping young people safe, health inequality and social isolation.

9. The LRB is designed to bring together cross-sectoral representatives including local and central government, police, health, business, trade unions and the voluntary, community and faith sector - to lead, develop and establish long-term London recovery and renewal. Its overarching objective is to restore confidence in the city, minimise the impacts on London's most vulnerable communities, and rebuild the city's economy and society. The inaugural meeting took place 4 June 2020, where overarching principles and ways of working for the structures were agreed.

10. The LRB will oversee and be supported by the multi-agency London Recovery Taskforce which will ordinarily be chaired by Nick Bowes, Mayoral Director of Policy at the Greater London Authority. The Taskforce will implement the Board's vision and it is working closely and collaboratively with the SCG and Transition Management Group.

Initial scoping work across the key strands

11. The Taskforce held its first meeting on Friday 19 June 2020. The initial feeling of the Taskforce was that it would recommend that the Board move to a 'missions-based approach' for both economic and social recovery, with a manageable number of missions that would reflect both economic and social objectives and embed the Board's agreed principles. This approach would require rigorous prioritisation and clarity on what is inside and outside of scope as well as acceptance that not every desired outcome should form a mission.
12. Given that there are a wide range of organisations initiating their own recovery programmes – not least individual boroughs and sub-regions – the pan-London recovery programme needs to be designed to complement and add value to these efforts.
13. Other points made during the meeting included:
- The **Economic Recovery** piece might potentially be framed around four potential missions – Employment and Skills; Green New Deal; Digital; and 15-minute Cities.
 - The **Social Recovery** piece needed to include prevention as well as a focus on wider determinants including mental health - and mainstreaming new models of delivery e.g. 'community development-based' and wrap-around support
 - Funding for the recovery work is likely to be limited. This may require advocacy for sustainable, long-term funding, combined with flexibility and a creative approach to devolution and public service reform.
 - Other potential (economic) considerations include the role of culture as well as diversity in business formation and leadership.
 - Volunteering has been substantial and impressive during the response – it would be important to build on this.
 - Green initiatives could have a positive impact on jobs and income, as well as delivering environmental benefits.
 - In undertaking a process of prioritisation, it would be important to identify and secure some 'quick wins'.
 - Digital exclusion has been brought into sharp focus by lockdown.

- Important to be guided by data (this may be a good opportunity to ‘fix the data plumbing’).
- Action needs to take place at the appropriate footprint – i.e. borough, sub-regional or, where required pan-London level.

14. Both strands are now moving at pace to develop their thinking and frame tangible proposals for action. These will be reported to the next meeting of the Recovery Board (expected to be later in July 2020) which will need to decide on the overall strategy and priorities for action.

15. Two additional working groups are covering additional ground:

- i. *Covid 19 Housing Delivery Taskforce* – Chaired by Tom Copley, Deputy Mayor for Housing. This group was established in April 2020 to develop a housing recovery plan focused on continued housing supply and developments that can deliver more social and other genuinely affordable homes. London Councils is represented by Darren Rodwell, Executive Member for Housing and Planning. Councillor Govindia and Mayor Fiaz are also members.
- ii. Commemoration. Details of this group of still under discussion and will be confirmed in due course.

London Councils Recovery and Renewal Engagement

16. London Councils Office Holders and officers are engaged directly with the recovery and renewal work, with a view to adding value to the work of boroughs and groups of boroughs.
- Lead members have continued to play a key role, including convening member-level ‘virtual meetings’ in relation to business and the economy; transport and the environment; housing; community safety; and children’s services - including liaison with MPS leads and MOPAC.
 - Leading Members made a number of points during the initial meeting of the Recovery Board on 4 June 2020, Including the following:
 - The importance of aiming to ‘**Build Back Better**’.

- The critical potential of Green investment (e.g. green energy and retrofitting) to generate jobs.
- The need to focus economic and social interventions on young people who are understood to be hit hardest, particularly economically.
- The importance of rebuilding confidence, particularly for business but also for people within their everyday lives.
- The need to consider the impact on social cohesion and inequalities (including the digital divide).
- The need to consider the mental health impacts.
- The balance of emphasis needed between inner and outer London.
- Public transport issues, including work to support a modal shift as well as the need to improve orbital vs radial capacity.

17. In addition, **London Councils** has:

- Initiated work to gather evidence of the impact of the pandemic on services and local priorities for renewal and 'Building Back Better' - to inform the development of recovery/renewal policy.
- Continued to actively engage with Treasurers, SLT and MHCLG officials to support boroughs prepare and assure their assessment of the financial implications of managing the pandemic, and to analyse and understand the overall impact for London. This will help develop the case to Government around challenges for councils, particularly around loss of income (including Council Tax and business rates), as well as direct costs and undelivered savings. Clearly these issues remain vital going forward and Members may wish to reflect on finance and resource matters when they come to discuss this paper at the Executive.
- Continued to monitor key economic concerns across boroughs, making the case for support to local businesses and the self-employed and convening Economic Development Leads.
- Worked with members and professional networks to initiate the development of learning points for future collaborative working with the NHS in London.

- Continued to help harness London local government's wider managerial and professional capacity. Helping interpret the data which is being collected to provide a stock-take for LLAG and the SCG.
- Worked with Housing Directors to help support boroughs in taking the next steps for rough sleepers that are currently placed in temporary accommodation.
- Worked with Government and TfL to articulate borough concerns around the impact of changes to the concessionary travel arrangements and to support boroughs in developing next steps.
- Working with other funders and the voluntary and community sector to continuously assess the stability of the sector (staffing, funding, increased demand on services), support contingency plans in response to the needs of Londoners and provide links across local, sub-regional, pan-London and national support structures.
- Worked with MOPAC and the MPS to monitor community tension and promote constructive local dialogue between the MPS, councils and communities.

18. In addition, as discussed by the Executive at its meeting in June, London Councils is working with Portfolio Holders, Lead Chief Executives and other key professional groupings to:

- Capture the political and professional learning from member councils over the past few months and use that to help inform boroughs' consideration of their own recovery strategies.
- Commission interventions that add value to the work of individual councils and groups of councils in their own recovery and renewal work.
- Make the case to Government, the Mayor and others for investing in propositions built on London local government leadership of key recovery and renewal themes, e.g. A locally led Green Recovery proposal.
- Deploy this additional work to inform the London Recovery Board as well as our own programme of advocacy and reform

Conclusion

19. London local government, including London Councils, has the opportunity to play an important role in shaping and implementing London's recovery and renewal.
20. London Councils' Office Holders and officers have been working closely with partners, particularly City Hall, Health and Resilience partners, as well as Government, business, and wider public sector agencies, in developing the emerging arrangements.
21. This engagement provides a platform which Office Holders and the broader Executive can use to seize the opportunity to help inform a potential vision not only for recovery, but potentially for '**Building Back Better**' – supported by London Councils and the deeper political, managerial and professional resources of all of London local government.

Recommendations

Leaders' Committee is asked to:

1. Note the transition from the London resilience arrangements, including the establishment of the Transition Board and the Recovery Board.
2. Comment on:
 - a. The opportunities and challenges for London local government during the recovery phase?
 - b. How London Councils might best support co-ordination of London local government's own renewal aspirations – drawing on political, managerial and professional expertise in the boroughs?
 - c. How to optimise alignment of borough-led renewal work with the work of the Transition Board and the Recovery Board?

Financial Implications for London Councils

Additional expenditure and potential reductions in income from London Councils' response to the pandemic are being identified and monitored. Each Directorate has an appointed officer responsible for recording these incidences in their respective areas of operation and an overall model is being maintained by the Finance team. This is being

reviewed on a very regular basis. Most of the additional burden will have been incurred from the start of the 2020/21 financial year, so there will be significant opportunity to review income and expenditure to consider the need for any adjustments and the potential use of any uncommitted reserves.

Legal Implications for London Councils

None specifically flowing from this paper.

Equalities Implications for London Councils

None specifically flowing from this paper.

Leaders' Committee

Local Government Finance - update

Item 5

Report by: Paul Honeyben **Job title:** Strategic Lead: Finance & Improvement

Date: 7 July 2020

Contact Officer: Paul Honeyben

Telephone: 0207 934 9748 **Email:** paul.honeyben@londoncouncils.gov.uk

Summary

This report updates Leaders' Committee on the funding measures taken by government to date to support local government in response to the COVID-19 pandemic and provides a summary of the estimated financial impact of the crisis across London local government.

It sets out the timeline for upcoming fiscal and other notable events that will provide opportunities to lobby and influence government funding decisions.

Recommendations

Leaders' Committee is asked to note the details of the report and the opportunities to influence the Government's approach to funding over the coming months.

Local Government Finance update

Introduction

1. London boroughs have been at the forefront of the response to both the public health and economic crises caused by COVID-19, having mobilised rapidly and played a central part in coordinating the emergency response across public services in the capital. Both crises have resulted in additional expenditure and significant lost income, which will test the financial resilience of London local government in the next couple of years.
2. The Government's initial response has been to provide direct funding and other supportive financial measures to lessen the impact on local government since March. MHCLG has undertaken regular monitoring of the scale of the financial impact of the virus on local government by collecting monthly survey returns from all local authorities in April, May and June.
3. This paper summarises the funding measures announced by the Government so far in response to the COVID-19 pandemic and provides an overview of the latest estimate of the financial impact of the crisis on London local government, before setting out the upcoming events over the next 6 months that will provide opportunity to lobby and influence government funding decisions.

Funding measures announced since March

4. The financial support so far from Government falls within four broad categories:
 - general emergency funding;
 - targeted funding for specific services/purposes;
 - support for businesses and residents that councils administer and have varying degrees of control over; and
 - measures aimed at easing the upfront cash flow pressures caused by the crisis.
5. There have been two tranches of £1.6 billion (totalling £3.2 billion) of emergency funding to support local authorities in meeting the costs of the activities that they have been asked to deliver. London boroughs received £254 million of the first

tranche and £245m of the second tranche (totalling £499 million). This funding is not ringfenced, but the Government has set out services it particularly expects the funding to support, including: adult social care; children's services; public health services; fire and rescue services; waste collection services; shielding the clinically extremely vulnerable people; homelessness and rough sleeping; domestic abuse; supporting the NHS; and managing excess deaths. Annex A sets out a comprehensive list of service areas which Ministers have signalled, in their communications, that councils should prioritise.

6. With regard to specifically targeted funding, the Government has announced: £600 million for infection control in care homes (of which London boroughs received £52 million); £300 million to support the new test and trace service (of which London boroughs' are due to receive £60m); £50 million for the Reopening High Streets Safely Fund (of which London boroughs received £8 million); and £105 million to keep rough sleepers safe and off the streets, £85 million of which is new funding from HM Treasury and £20 million from refocusing existing homelessness and rough sleeping budgets, as part of plans to accelerate £433 million of funding previously announced for long-term sustainable rough sleeping accommodation. This is in addition to £3.2 million of initial emergency funding (of London boroughs received around £850k), which reimbursed councils for providing accommodation and services for rough sleepers to help them self-isolate.
7. Over £12 billion has been provided in business rates reliefs and grant schemes (London with London boroughs receiving £1.7 billion), as well as a £500 million hardship relief scheme for councils to support local residents largely through their Local CTS schemes (London boroughs' share was £90 million). A further £63 million of funding for welfare support was announced in June by the Prime Minister for councils to provide discretionary financial help to those facing severe hardship to allow them to pay for food and other necessities; allocations of which are yet to be announced.
8. Finally, over £5 billion of cashflow support has been provided to councils including: up-front payment of £1.8 billion of business rates reliefs (London boroughs received £205 million); the deferral of local authority payments of the Central

Share of business rates and up-front payment of the first quarter of social care grant in April, which together totalled £3.4 billion (London boroughs' share is estimated to be £871 million).

9. Table 1 below lists each of the funding measures announced so far. It suggests around a fifth of the total financial measures announced so far have been directed towards London boroughs. To some extent, this is skewed by London's comparatively high share of business rates yield. Considering direct funding measures alone, London boroughs have received around 15% of the national total: lower than London's share of the national population which is 16%.

Table 1 - COVID-19 Financial measures announced by Government since March

	Date	London Boroughs (£m)	England (£m)	% share of England total
Business rates reliefs	11-Mar	3,040.0	10,221.1	30%
Rough sleeping fund	16-Mar	0.9	3.2	27%
Hardship Fund	24-Mar	89.5	500.0	18%
Emergency funding (tranche 1)	27-Mar	254.2	1,600.0	16%
Estimated S.31 grants paid in advance	27-Mar	205.3	1,800.0	11%
Small Business Grants Fund and the Retail, Hospitality & Leisure Grants Fund*	01-Apr	1,662.4	12,333.5	13%
Cashflow measures	16-Apr	871.4	3,400.0	26%
Emergency funding (tranche 2)	28-Apr	245.0	1,594.0	15%
Infection control fund for adult social care	15-May	50.7	600.0	8%
Reopening High Streets Safely	24-May	8.0	50.1	16%
Test and trace	27-May	60.2	300.0	20%
Welfare support funding	11-Jun	63.0	TBC	TBC
Homelessness & Rough Sleeping	23-Jun	105.0	TBC	TBC

*NB – A Local Authority Discretionary Fund was subsequently announced to be funded from the overall funding included here.

Financial impact on London local government

10. To date, MHCLG has undertaken three surveys to gauge the scale of the financial impact of COVID-19 relating to lost income and additional expenditure across local government. The April survey provided some very initial estimates. The survey was repeated in May and expanded to include a more detailed breakdown of expenditure and income losses, including figures for the Housing Revenue

Account. This was repeated in June, with only minor changes to the data collected.

11. All 33 London authorities responded and shared their returns with London Councils. It should be noted that figures are still based on initial estimates with varying assumptions, in what is a constantly changing environment, and should therefore be treated with caution.
12. Notwithstanding this caveat, the broad headlines from the May survey returns were as follows:
 - The total estimated financial impact of COVID-19 across London boroughs is **£1.8 billion** in 2020-21; comprising **£1.1 billion** in estimated lost income and an estimated **£709 million** in increased expenditure.
 - Taking account of the £499 million in emergency funding for London boroughs confirmed so far, the estimated remaining funding gap is **£1.3 billion** for 2020-21.
 - Around half of the estimated lost income (**£549 million**) comes from sales, fees & charges, commercial and other income; and around half (**£517 million**) comes from council tax (£261 million), business rates (£152 million¹) and the HRA (£104 million).
 - Approximately half of the estimated increased expenditure will be on adult social care (**£200 million**) and in covering planned savings that will not now be achieved (**£178 million**), with more than **£50 million** extra expected to be spent on homelessness and rough sleeping, and a similar amount on children's social care.
 - **Five boroughs** are anticipating cashflow issues by the end of July.
 - Combining the estimates from the two surveys for March, April and May indicates the total financial pressure across London so far is estimated to be around **£600 million** (which exceeds the emergency funding by around **£100 million**).

¹ This figure is the initial estimate of the impact on London boroughs having updated the London business rates pool model with the borough estimates from the May MHCLG survey.

13. The LGA has reported that the overall impact of COVID-19 from March to May is estimated to be £3.2 billion across England - exactly matching the emergency funding provided by Government so far - with a further funding gap of around £6 billion for the remainder of the year (suggesting a total impact of over £9 billion). It published a summary of these figures at authority type and regional level on 5th June.
14. The figures suggested the financial impact on London boroughs from March to May was £726 million, suggesting a funding shortfall of £227 million compared with £499 million emergency funding received to date. However, these figures included the central share of business rates, and do not factor in the London business rates pool, so are likely to slightly overstate the funding pressure, which London Councils estimates to be £600 million. Either way, the survey figures show the financial impact on London is higher than the equivalent for the country overall. More fundamentally, they suggest a universal urgent need for further funding from government for the entire sector.
15. At the time of drafting we were still analysing the June survey returns. However, the estimated financial impact across London for 2020-21 appears to have increased slightly (from £1.8 billion to £1.9 billion). Any significant changes to the constituent elements of that figure will be reported verbally to Leaders Committee.
16. There are significant uncertainties around the collection of business rates and, to a lesser extent, council tax. Of the £9 billion in business rates due to be collected in London in 2020-21 over £3 billion (a third) will now be funded by the Government through reliefs, notably the expanded retail discount. That still leaves around £6 billion to be collected from businesses, many of which will not be operating normally due to the pandemic. It is not yet clear how much of this will be collected as usual, how much at a later stage and how much will have to be written off. The broad estimate from the May survey suggests the overall loss in business rates for the London pool (including the GLA) is around £370 million, with the impact on London boroughs estimated to be around £152 million, and the GLA £218 million. The first comprehensive in-year monitoring of the London pool is due to be

undertaken by the Lead Authority in June and reported in July, which will provide more robust estimates of the potential impact on individual authorities.

17. It is worth noting that council tax and business rates losses will not impact borough budgets until 2021-22 because of how they are accounted for. In addition, there may be ongoing spending pressures related to increases in demand for services and new burdens councils have taken on as a result of COVID-19, as well as the uncertainty over income streams like sales, fees and charges, mean that the pressure on finances will not be limited to 2020-21 but will impact on next year's budget too. With boroughs due to start considering medium term financial plans and budgets for 2021-22 soon, there is an urgent need for certainty regarding the 2021-22 settlement.
18. The Secretary of State for Housing, Communities and Local Government confirmed, in a letter to council leaders on 30 April, that the Review of Relative Needs and Resources ('Fair Funding Review') and 75 per cent business rates retention will no longer be implemented in 2021-22, although reiterated the Government's commitment to the wider reforms in the longer term. He indicated the Government will keep an open dialogue with local authorities about the best approach to the next financial year, including how to treat accumulated business rates growth and the approach to the 2021-22 local government finance settlement. It is officers' understanding that this means that some form of a reset of retained business rates next year has not been ruled out.
19. More immediately, the Secretary of State for Housing, Communities and Local Government indicated, when answering local government questions in the House of Commons on 15th June, stated that a "comprehensive package to ensure [councils] financial sustainability in the current financial year". It is understood that details of a further package of financial support is being developed and is expected to be announced soon. Should there be any announcement before Leaders' Committee on 7th July, a verbal update will be provided detailing the key headlines.

COVID-19 finance lobbying

20. Following the analysis of the May MHCLG survey, Group Leaders agreed the following lobbying lines for use by London Councils and borough senior officers in any discussions with government:

- **While very welcome, the funding received to date in London (£500m) has not been enough** to cover the lost income and additional spending so far (March to May), let alone for the rest of 2020-21 where there is a further funding gap of £1.3bn across London.
- **There is an urgent need for another round of funding** – with 5 boroughs likely to face cashflow difficulties by the end of July.
- **A clear strategy is needed to get councils through 2020-21:** short-term monthly bailouts are not the best use of public money and risk councils not spending money in the most efficient and effective way.
- **This strategy must address the issue of lost income as well as additional costs, including the new burdens councils have been asked to take on,** and must recognise the need to support those councils on the brink of financial failure.
- **The crisis will not be over this year** – the impact on council tax and business rates alone could cause major budget issues next year without significant government support.
- **The current settlement should be rolled forward plus a significant uplift** to not only ease the impact of these tax base losses but address the inevitable ongoing spending pressures that will arise from C-19.
- **Councils need certainty over next year's settlement as soon as possible** – ideally before the summer when councils will start to plan next year's budgets and will have to consider cutting services.

21. These lines broadly align with those emerging from the LGA and others across the sector. The immediate focus is to secure further financial support as soon as possible, and it will be important to continue to work with these partners to help make that case as part of a broader strategic approach.

22. Following discussion of a similar update report to the Executive on 3 June, Leaders provided a steer regarding the need to set out more clearly the unique

economic and social impacts London is facing as a result of COVID-19, and to engage London MPs and other stakeholders on this issue. A short briefing – which can be found at Appendix B – was subsequently sent to London MPs to help them in any discussions they are having with Government with regard to local government funding. In addition, the Chair and Director of Performance and Finance spoke on the subject at the meeting of the London All-Party Parliamentary Group on 24th June.

Upcoming events and lobbying opportunities

23. The next six months will include a number of fiscal and other events that will determine future funding allocations for London local government, which provide a framework for potential lobbying activity.
24. The June MHCLG survey will provide a further update on the financial impact of COVID-19 across London that will provide further evidence with which to lobby government ahead of the expected further funding announcement (referred to in paragraph 19).
25. The Chancellor is due to make a number of fiscal announcements in July aimed at restarting the economy following the lockdown. It is understood that this won't be an official fiscal event (i.e. a Budget), and while it may not contain specific funding announcements, it will nonetheless provide an opportunity for London Councils to make further representations, in particular regarding the impact C19 has had on London and the importance of ensuring London plays a crucial role in the economic recovery.
26. The Spending Review is due later in the autumn, although it is now doubtful whether this will be the multiyear fiscal event previously anticipated and may be a one-year Spending Round (similar to 2019). This will provide further opportunity to influence. Given the degree of financial uncertainty caused by the crisis, it is proposed to lobby for certainty over the 2021-22 finance settlement as soon as possible, making the parallel with last year's Spending Round, which effectively confirmed much of the local government finance settlement early in September.

Recommendations

27. Leaders' Committee is asked to note the details of the report and the opportunities to influence the Government's approach to funding over the coming months.
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Financial Implications for London Councils

None

Legal Implications for London Councils

None

Equalities Implications for London Councils

None

Appendix A – Service areas Government has asked local government to prioritise

This annex provides a comprehensive list of the areas Government has asked local government to prioritise during the COVID-19 crisis in relation to the £3.2billion of additional financial support. The following text is from a letter from the MHCLG Director of Local Government Finance to all local authority Chief Finance Officers dated 28 May 2020.

Adult social care - Councils should use the funding provided to meet the increased costs for adult social care as a result of COVID-19 and to provide additional support to social care providers who need help with COVID-19 related costs. This could include those with whom councils do not have contracts if they are under financial strain. Councils have a role in ensuring that, in particular, small providers are aware of the support and advice available to them and are acting upon it.

As part of this local authorities have a central role in the critical national task of controlling the outbreak in care homes. The Government has announced an additional £600 million for infection control in care homes, this funding will support care homes to reduce the rate of transmission in, and between, care homes and support wider workforce resilience.

Children's services - The funding provided by Government should meet extra costs in children's services including: pressures on the workforce as a result of COVID-19 related absences and any increased case management activity or cost for children in need, home to school transport, special education needs and disability, care-leavers, foster care, residential provision and the need for increased accommodation to address the need for isolation, including unaccompanied asylum-seeking children.

Public Health - The response to COVID-19 has seen an increased pressure on public health services, in particular, drug and alcohol treatment services, sexual and reproductive health services and support for children and families. In line with NHS Community Health Services guidance, local authorities are operating a minimum level of service but social distancing measures and staff absence/redeployment has necessitated a change in service delivery model and increased pressure on the workforce.

Fire and rescue services - Ensuring our emergency services have the resources to continue to operate during the pandemic is essential. Therefore, Fire and Rescue authorities have been provided with a funding allocation to support them with the increased pressures on staffing due to self-isolation and caring responsibilities and to ensure they can support the work of Local Resilience Forums.

Waste management services - The Government recognises the pressures which have been placed on waste management services as a result of the pandemic. Part of this funding allocation is therefore to address the increase in volume of household waste being generated, as households are switching consumption away from restaurants and workplaces to the home.

Shielding the clinically extremely vulnerable people - Government has asked councils to provide support for the 2.2 million clinically vulnerable people who are shielding themselves from the virus by staying at home. This includes meeting the basic care needs of those shielding (for example through check in and chats), making contact with people where the national call centre has tried to be in contact with them but been unable to/the contact has been inconclusive, and coordinating food packages for those with special dietary requirements.

Homelessness and rough sleeping – Government has asked local leaders to help rough sleepers into alternative accommodation. This was to protect their health and stop wider transmission, particularly in hot spot areas, and included those in assessment centres and shelters that are unable to comply with social distancing advice.

Domestic abuse - The Government has also asked that councils ensure domestic abuse services are well supported and equipped to deal with what are already challenging situations, and even more so during these uncertain times. Councils should prioritise supporting survivors of domestic abuse into safe accommodation, providing support where councils deem it necessary in order to protect victims. Councils should work closely with domestic abuse safe accommodation providers to ensure that victims of domestic abuse and their families, including those out of area, can be provided with safe emergency accommodation with appropriate support to avoid further pressures on frontline homelessness services.

Managing excess deaths - Councils should use the funding for any costs relating to managing excess deaths, in response to an increased pressure to ordinary death management provision.

Appendix B – Covid-19: the impact on London Boroughs – briefing for London MPs

London boroughs have played a central role in the emergency response to the public health and economic crises resulting from COVID-19. While both crises have hit the entire country, local authorities in the capital are facing severe financial consequences, exacerbated by the unique social and economic pressures London faces.

The health and social impact

- By 23 June, almost 27,500 people in London had contracted Covid-19 – more than in any other region
- London is home to high levels of deprivation and homelessness. 5 of the 25 most deprived council areas in England are in the capital. Over 40% of London's population is from BAME communities.
- During the crisis, London has taken 5,100 vulnerable rough sleepers off the streets – including 1,200 people with No Recourse to Public Funds – at an additional cost of over £50m.
- Factors such as these mean that many more people have died in London than would otherwise be the case: 16 of the 20 local authority areas with the highest rates of excess deaths are in London.
- The strain on London's health and social care services has been immense; boroughs expect to spend an extra £200m on adult social care alone this year.

The economic impact

- At the peak of the crisis, TfL report tube passenger numbers fell by 96% in May and are still down 84% in mid-June.
- Londoners are being hard hit: already facing the highest costs of living and, in particular, the highest housing costs in the country, over a million (one sixth of the total workforce) has been furloughed; by May there were twice as many Londoners claiming Job Seekers Allowance (47,400) than there were in March (23,100), while those claiming Universal Credit have risen by 500%.
- Along with retail and hospitality sectors, London's cultural and creative sectors have been hit particularly hard. Research by Oxford Economics suggests nearly 110,000 creative jobs in London are at risk (27% of the national total), with an associated reduction in economic output (GVA) of £14.1bn: more than half the national total.
- In normal times, London businesses pay a third of all the rates in England. Despite £3bn in new reliefs and £1.7bn in government grants, London boroughs still expect income from business rates to fall by £600m.
- Before the crisis, London employed 20% of the national workforce and generated 28% of the national economy (GVA). In 2018/19 it delivered £39bn more to the national exchequer than was spent on public services in the capital. The economic recovery of the country needs London to be up and running.

The financial pressures facing London local government

- Covid-19 will cost London Boroughs £1.8bn in 2020-21 - £700m in extra spending, and £1.1bn in lost taxes and other income.

- The Government has so far provided £500m in emergency funding – but the costs to the end of May were already £600m.
- £1.8bn is almost £200 for every man, woman and child in London. Analysis of figures published by the LGA suggests that this is a third higher than the per capita impact in the rest of the country.

What we're asking for

- While the £500m in funding received to date has been welcome, it has fallen £100m short of what is needed. **There is an urgent need for another round of funding** to address the **overall £1.3bn shortfall in 2020-21**.
- **we're calling on government to set out a clear strategy to get councils through 2020-21**, rather than short term month by month bailouts, to ensure the best use of public money.
- **This strategy must recognise the scale of lost tax and non-tax income, the additional costs and new burdens councils have been asked to take on**, as well as recognising the need to support those councils on the brink of financial failure.
- **The crisis will not be over this year** – the impact on council tax and business rates alone could cause major budget issues next year without significant government support.
- **The current settlement should be rolled forward plus a significant uplift** to not only ease the impact of these tax base losses but address the inevitable ongoing spending pressures that will arise from C-19.
- **Councils need certainty over next year's settlement as soon as possible** – ideally before the summer when councils will start to plan next year's budgets and will have to consider cutting services.



Leaders' Committee

NHS Collaboration

Item no: 6

Report by: Clive Grimshaw **Job title:** Strategic Lead for Health and Social Care
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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 propositions for a more comprehensive and accelerated move towards closer collaboration and influence across the health and care system which had been emerging prior to the Covid pandemic, what learning can be taken from the period of the pandemic to date in relation to future collaboration and Leaders 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.

Recommendations Leaders' Committee is asked to:

1. Comment on the emerging propositions intended to accelerate improvements in health and care system, specifically the recovery of out of hospital and community care, 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.

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.
2. This report sets out emerging conclusions from member and officer discussions between October 2019 and March 2020, when progress of discussions had been due to report to Leaders' Committee. Those discussions had 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. The work which had been due to report to Leaders' Committee in March was paused while the NHS and boroughs mobilised the emergency response to Covid. While the Covid pandemic and emergency response has disrupted health and care in very many ways, the pre-Covid work remains the potential foundation for deepening and strengthening integrated working. Furthermore, as London enters a period of recovery, there is an opportunity to also build on what has been learned during the pandemic in terms of closer collaboration between the NHS and boroughs.
4. Therefore, this report describes –
 - The conclusions of pre-Covid work involving borough members and officers in relation to accelerating health and care integration in the context of the NHS Long Term Plan.
 - Early learning points from the Covid emergency in respect of joint work with the health system.

- Areas for further discussion with NHS leadership in London 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

5. 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. These commitments remain a part of the NHS long term strategy.
6. 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.
7. Three specific Long Term Plan commitments stand out as ones which will impact on the nature of collaboration with boroughs. Those commitments relate to delivering closer and more formalised joint working at the sub-regional (Integrated Care System) level, the bringing together of delivery partners at the borough (Integrated Care Partnership) level and development of multi-disciplinary population health focused Primary Care Networks. At each level, there is a clear opportunity to develop more systematic closer working between boroughs and the NHS.

Pre-Covid – Developing the Collective Borough Perspective

8. 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 continued, specifically through ongoing senior level discussions which include the CELC Lead Advisor for Health, NHS London Region, GLA and PHE.

9. To accelerate the officer level discussions, London Councils led work to develop a local government perspective on pre-Covid 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 drew 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.

10. The aim of all discussions had been develop clear propositions which boroughs and the NHS could agree to which will enable an improvement in health outcomes for Londoners, 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.
- Creating better links to local government services that help maintain personal well-being, such as employment support, housing or leisure.

11. The pre-Covid emerging proposition were 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 PCNs 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.**

Recovery from Covid - Journey to a New Health and Care System

12. In April 2020, the NHS took the first steps in the process of rebuilding health care services in the wake of the Covid epidemic, building upon innovation adopted during the first phase of the epidemic and addressing challenges such as estates, digital and workforce that pre-date the covid-19 epidemic. NHS leaders have been issued a set of recommendations by NHS England for restarting of non-covid-19 services, as set out in a [letter on the second phase of the NHS response to covid-19](#).
13. The NHS’s organising principles underpinning its approach to acute care recovery is to ensure hospitals are resilient in advance of a potential second wave on infections and ensure people feel safe when attending or working in health and care settings. For example, the NHS has noted that A&E attendances had fallen from 12,000 a day to 4,000 at the lowest point during lockdown, with the numbers rising to roughly 7,000 a day in recent weeks. This illustrates a concern that Londoners are not accessing essential health services through concern about the risk of infection by attending health settings.
14. The London Health and Wellbeing Board Chairs’ Network held a special meeting on 11 June 2020, at which Sir David Sloman, Dr Vin Diwakar and Martin Machray presented for NHS England London on the acute recovery planning process in the Capital, and answer members’ questions.

Harnessing Learning from the Covid Pandemic

15. Although the Covid emergency slowed the pace of the London Councils' led work, the pandemic has shone a light on the unique power of borough, place, based working. London's Directors of Adult Social Services have rapidly produced a report describing the experience of social care teams across London through the initial phase of the Covid 19 pandemic from March 2020 – June 2020. The summarises the context for social care, the experience of both staff and clients through this period and sets out recommendations that build on the learning and experience gained throughout. The full report is **attached** as Appendix 1 and details key findings from an adult social care perspective, which are informing thinking in relation to health and care recovery.
16. Therefore, as the NHS moves forward with its acute recovery planning, which involve, in some case, complex reforms, London Councils has worked with borough Chief Executives and Directors of Adult Social Services and have identified a number of issues for incorporation into how the Capital builds back out of hospital and community care, including –
- The efficient and rapid delivery discharges ensured London hospitals did not breach acute care capacity. However, across London there were examples of this being achieved with increased risk to care homes and care home residents, and so there will need to be lessons learned in order to minimise risk in discharge decisions.
 - Detailed and intelligent market insight was vital in order to predict market stability. Locally-led analysis was more insightful than centrally driven.
 - Joint modelling of care home supply and demand and mitigation planning for supply side disruption or failure, for instance through multi-tiered mutual aid agreements and access to emergency regional support through hotel accommodation, was essential in giving assurance and confidence to the system and in ensuring discharge flows could be maintained.

- Shielding many thousands of Londoners with the supply of food, medicines and wider wellbeing support, helping many people remain healthy at home. These interventions relied heavily on good local partnership working and less so on centralised mechanisms and approaches.
- The development and upscaling of virtual and remote services, including social and primary care services.
- The emergency relocation of over 3000 rough sleepers in order to shield this group from Covid and avoid further pressures on hospitals.

17. The London Councils' London Health Board Leaders were invited to and participated in a pan-London workshop with senior NHS leaders on 14 May 2020. This workshop explored some of the key learning to date and allowed members to lead a discussion in respect of the borough view on the London approach to recovery.

Out of Hospital and Community Care - Building Back Better through Collaboration

18. Learning from the pandemic highlights the clear interdependencies between acute sustainability and resilience and the delivery of effective out of hospital and community care, in the broadest sense of the many interventions which kept vulnerable Londoners healthy out of hospital.

19. In parts of London, boroughs and health partners are developing place-based recovery plans for out of hospital and community care. However, this work is moving at a mixed pace and does not come with the same degree of clarity at the London level of how out of hospital and community care will form a key part of the long-term recovery and resilience of London's hospitals.

20. London Councils members and officers, with CELC lead advisors and London DASS leads, are in ongoing discussions with senior NHS leadership in London in respect of a collaborative approach to the recovery of health and care across the City, specifically 1) how boroughs and the

NHS move forward in the short term transition and longer term recovery, and 2) the learning factors boroughs and the NHS should prioritise in out of hospital and community care.

21. Seen together, the proposals emerging from the pre-Covid work and the Covid learning suggest that London boroughs and NHS partners might approach the recovery of out of hospital and community care on the basis of the following principles –

- a) **Out of hospital and community care is critical to sustainability and resilience of the acute system**; each borough and CCG plan should be aggregated to create the ICS and London plan for building back better the future offer.
- b) **Pandemic learning is embedded in short term transition/2nd wave plans**; notably in relation to discharge arrangements, financial flows to pay for discharge in care and market stability, joint modelling and planning, care home support and testing.
- c) **Establishment of enhanced pooled funding arrangements at a borough level** to allow investment in shared priorities such as prevention and earlier intervention; and to enable the enhancement of the role of working with local VCSE partners including in social prescribing, mental health, supporting the shielded population and managing the wider determinants of health.
- d) **A Senior Borough Officer or Political Leader, possibly the Council Leader or Chief Executive, to co-chair each borough-based ICP board and a multi-disciplinary model of building for the future**, including two-way lines of support between ICS and local Chairs at the leadership level and mainstreaming of all relevant professional leadership into out of hospital and community care planning.
- e) **A consistent London framework which articulates the role of Health & Wellbeing Boards**, recognising their statutory

responsibilities in overseeing local plans and critical importance of Joint Strategic Needs Assessments which reflect the Covid experience. This can dovetail with borough ICP leadership to help offer a consistently good quality fit to ICS in a form that suits different communities.

- f) **The renaming of PCNs in London to become “Local Care Networks” (LCNs)** with a defined role for local authorities in each borough to co-lead their development.
- g) **An overall “local by default” model of planning, performance management and delivery** based on the Covid learning in respect of demand and capacity insight and planning. This will need to bring into scope the wider system, including NHS and social care provision. Joint work across at the place and ICS level will be critical.

22. 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

23. 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.
- Meetings with NHS London to discuss integration at all three levels and the development of PCNs.
- The London Health Board on 30 June 2020 will also provide a platform for a political level discussion in respect of how the Capital takes forward the health and care recovery. The outcome of discussion at the London Health Board will be shared with Leaders’ Committee on 7 July 2020.

24. 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.

25. In parallel, London Councils officers, with CELC leads and Directors of Adult Social Care, will continue to work with the NHS to enable pace and joint focus on out of hospital and community care recovery planning.

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

The Experience of Managing Covid 19 in Social care in London

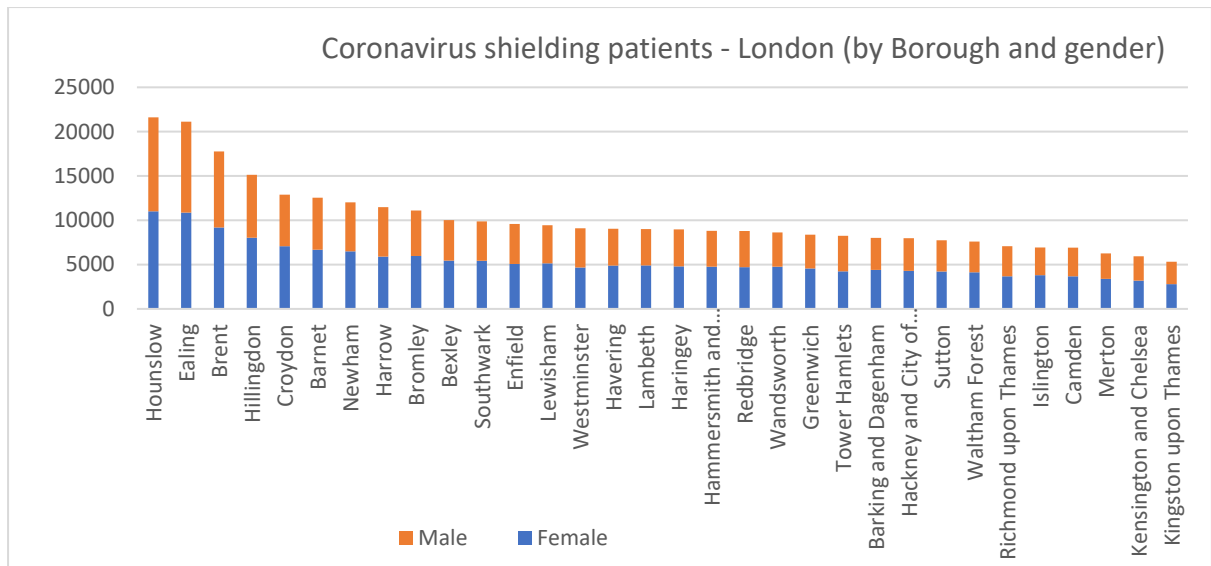
Purpose: this report describes the experience of social care teams across London through the initial phase of the Covid 19 pandemic from March 2020 – June 2020. It summarises the context for social care, the experience of both staff and clients through this period and sets out recommendations that build on the learning and experience gained throughout.

1. Background and Context

The Covid 19 pandemic has posed an unprecedented challenge to the social care sector in London.

At the beginning of the pandemic in London, social care teams across the 33 London Boroughs were providing care and support to 150, 000 London residents across a mixture of care settings. As part of a policy to protect the NHS and to free up capacity within hospitals to manage the expected surge, discharge procedures were radically overhauled in [March 2020ⁱ](#) and, as a result, 6500 people were discharged from hospitals into the care of local social services teams from 26th March - 12th June 2020, which equates to 25% of the care home capacity in London being filled over a 10 week period. This is against a national backdrop where, in the first half of March, the number of patients discharged to care homes was higher than in the previous year and the proportion of hospital discharges to care homes increased throughout March, with a reduction in discharges by the end of the month.

These former patients required a variety of care settings, from nursing homes through to community support at home and, in addition to providing this support at unprecedented levels, care staff were also required to take responsibility for a significant proportion of 'shielding' residents – those identified by NHSE or clinicians as being at greater risk for contracting the virus and therefore asked to remain at home, with support from local teams, for an initial 12 week period. In some Boroughs, there are over 20 000 shielding people identified as requiring supportⁱⁱ.



The pandemic has presented an extraordinary challenge to a care workforce already under extreme pressure. The decision to protect NHS services and to ensure adequate provision within a clinical hospital setting, whilst understandable, had consequences for the teams delivering services outside that setting. In the strategic context, this decision was modified as the pandemic developed, when it became clear that the level of infection and the mortality rates being suffered within care homes was leading to tragic outcomes for many residents.

At the outset of the pandemic, the majority of infections were identified within a clinical hospital setting. In the week ending 20th March, 4% of those confirmed as dying from Covid 19 nationally were care home residents. The figure had grown to 31% in the week ending April 17. At the peak of the pandemic within care homes (which took place later than the peak within hospitals), nationally 44% of weekly fatalities occurred within care home residents. The recently published Laing & Buisson report on total excess deaths resulting from the pandemic estimates 57% will have been care home residentsⁱⁱⁱ.

Care homes in London were particularly badly affected by the crisis. The surge in London came earlier than in other areas, and the changes in policy which have assisted other areas in protecting care homes more effectively (such as the increased availability of PPE and testing for care homes) therefore came relatively late to London's care homes and care workforce. The result was that [deaths in care home residents in London have been proportionately higher than those outside London](#)¹, with the possible exception of the north east of England. It appears that 4.7% of all of those resident in London care homes (1654 people) had died from Covid-19 by 15th May 2020 (*figures include care home residents transferred to hospital*) and, of the 1394 care homes in London, 45.6% had been infected by Covid, with [635 outbreaks recorded in the period to 31st May 2020](#)².

¹ The Health Foundation (2020)

² Public Health England (2020)

In addition to the requirements to support the shielded population and to manage rapid discharge into care settings, social care teams have also had to manage the ongoing social challenges created by the pandemic. This is in the context of our diverse populations and the clear disparities in the risk and outcomes of Covid-19 on people living in deprived areas and people from Black and Minority Ethnic groups (BAME).

These challenges include supporting families through the closure of support services for those requiring non-residential care; managing the ongoing domiciliary care of non-Covid vulnerable people without adequate PPE and with reduced staffing numbers; supporting vulnerable households and children through the extraordinarily stressful experience of being confined to a domestic setting and providing ongoing support to families in crisis. Finally, social care teams worked alongside council colleagues as part of the whole council response in areas such as rough sleeping and food distribution.

There have been some excellent examples of collaborative working between NHS and social care colleagues strategically and locally, ranging from regional joint work on demand and capacity modelling to some local solutions to move forward on PPE and testing ahead of national responses. However, the pandemic period has nonetheless represented an extraordinarily difficult and tragic moment for care clients and their families, as well as for the staff and commissioners of social care.

2. Impact of Covid 19 on the Social Care Workforce

Access to PPE and testing has been a major challenge throughout the pandemic in London. There were major problems within the national supply chain for PPE at the beginning of the pandemic and, as London was earlier than many areas to reach the peak of infections, many of the supply-chain problems were felt most acutely in the capital.

Initially, as the majority of infections were in a clinical setting in March 2020, PPE and testing for NHS staff was prioritised. This meant that often staff in care homes or in home care settings were working without PPE and without knowledge as to whether either they, or their clients were infectious. Over the course of the pandemic, locally-led arrangements and pan-London procurement solutions, with boroughs working together, helped to bring more reliability and organisation into the system, and represent a potential model of practice moving forward in the space of PPE and testing.

Nationally, the mortality rate amongst social care staff and healthcare workers has been a focus of national remembrance. The impact on social care staff have been particularly acute. The death rate in social care calculated as 23.4 deaths per 100,000 for males and 9.6 deaths per 100,000 females, compared to 10.2 deaths per 100,000 men and 4.8 deaths per 100,000 women for healthcare workers^{iv}.

Whilst these figures will change as the pandemic progresses, Covid 19 has had a significant impact on social care staff, and further research will be required to understand how to mitigate this risk in future.

3. The London Response in Social Care

Policy guidance was issued by central government on [19th March 2020](#) setting out a revised process for discharge that was intended to protect and free-up capacity within hospitals to deal with a rapid increase in presentations with suspected Covid 19

“Implementing these Service Requirements is expected to free up to at least 15,000 beds by Friday 27th March 2020, with discharge flows maintained after that.”

There was also a commitment that the NHS Covid-19 budget will take responsibility for the ensuing costs:

[Adult Social Care will] “Take the lead contracting responsibilities for expanding the capacity in domiciliary care, care homes and reablement services in the local area paid for from the NHS COVID-19 budget.”

In addition, specific requests were made of social care teams in order to assist with the management of the pandemic. Social care was asked to work as part of a team of organisations coming together to protect the NHS. Chapter 5 of this policy summarises the requests made of social care in this period.

In addition to the responsibility to take on care costs for additional people discharged from hospital, social care was also asked to take responsibility for supporting the shielded population in their homes.

The shielded population is distributed across London unevenly, as would be expected, but the result was that some boroughs assumed responsibility overnight for providing support to over 20 000 additional people, many of whom would have had no previous contact with social care. The complexity of providing support to shielded residents was immense, as their support needs are often varied and fall outside the traditional world of social care, and there was the added complexity of maintaining infection-free contacts without access to PPE, despite the additional risk to this group of individuals.

Across London, social care teams mobilised to protect and support their local populations, working collaboratively with colleagues in the voluntary and community sector, deploying local volunteer assets as well as drawing down on the local knowledge and insight about specific communities and support requirements that is a key part of social care provision.

In addition to the requirements detailed in the March revised discharge policy, social care teams across London implemented:

- 1. Integrated Discharge Hubs**, bringing together expanded multi-disciplinary teams to manage rapid discharge with standard care

packages followed by a review within 1-2 weeks. This was resource intensive.

2. **Community Support Hubs**, working with the voluntary sector locally to provide support to the shielded population including social support such as assistance with dog walking, shopping, prescription collection etc
3. **Proud to Care** – an initiative from boroughs working together to recruit into ongoing vacancies in the care workforce to meet growing demand on the sector
4. **Rapid Response Units**, to provide support to care homes and the frail elderly population through the pandemic
5. **Collaborative procurement of PPE** to meet the needs of social care staff

The appendices attach reflect just a few of the case study examples of borough responses and collaborations across local authorities and the NHS.

Financial support was made available to care homes from local authorities, to meet the increasing and unexpected costs, and other examples of innovative work took place across health and care in London in order to develop systems of discharge and support to care homes. **A key element of future planning will be to make sure these developments in discharge and Mental Health support to care homes, for example, become embedded for the future in all settings.**

Detailed borough level preparation took place to free up capacity to ensure that the peak predicated hospitalised population could be discharged and thus new patients admitted. This was a huge task. It involved re-providing care for many existing recipients in conjunction with the care sector, voluntary organisations, charities and their families and creating step down facilities to support Covid positive residents and protect care homes. A huge range of facilities from hotels to hospices, to charity retreats and conference centres were lined up. The actual experience that this was lower doesn't diminish the huge effort to be ready for the higher level.

The acceptance by the NHS that resources directed via them would be used to pay for higher levels of discharge was essential – as it remove the usual debate and argument about responsibility and payments, thus enabling focus on action. However, an ongoing risk presented by the crisis is that, as evidence shows, care and support tends to be 'overprescribed' at the point of hospital discharge and a sense in London that rapid discharges led to some people being on the wrong pathway, without sufficient support to rebuild their strength and capacity, thus leading to a drift into needing long-term care that could have been avoided and the associated costs of this.

4. Analysis

Social care in London was placed in a particularly challenging position through the pandemic. Many of the changes in policy that have benefited other areas

nationally (such as greater access to PPE and testing within the care workforce, the changes to discharge protocols for suspected Covid+ patients and the development of effective isolation protocols within care homes) were developed as a result of learnings from the London experience, as the first region to experience the surge in NHS demand through the peak.

Staff across London have worked collaboratively with each other and with NHS colleagues to manage the effects of the pandemic, and have taken time to reflect and learn from the experience in order to be in a stronger position for the future.

The London response was heavily data-led, and effective local collection of timely data was able to support relationships with care providers and to identify and flag challenges as they appeared in the analysis. London data collection led to initial concerns about the impact on care home residents being raised in March 2020. Nationally mandated systems cut across this.

Social care has been, historically, less well understood by the public than many of the health-focused professions. The lack of knowledge presented a challenge at the outset of the pandemic, with decision-makers often unaware of the principal role of care homes as places of residence (people's homes) and social interaction; and therefore often unsuitable and unequipped to apply the same infection control approaches as used in hospital settings.

The pandemic has magnified a range of ongoing realities that we face in dealing with the care home sector. Composed of independently run organisations, and operating with serious public funding constraints, this is a highly fragile sector; and the success or failure of these organisations has a direct impact on the lives of residents and the scale of demand faced by the NHS (the hospital sector in particular deals with the consequences of insufficient pandemic preparedness).

Any changes to the delivery of care home support, including segregation, infection control measures associated with staffing levels, restricting movements and pay and the provision and use of PPE, has a direct impact on the costs borne by providers, which will need to be passed on to funders, whether in the public sector or self-funders. These extraordinary costs have, rightly, been recognised and provided for within the NHS; and we must ensure the same arrangements are extended to the care sector.

This, at its essence, requires a commitment to allocate resources to prevent infection – in care homes and elsewhere – otherwise we will continue to invest in expanded hospital capacity to deal with the avoidable consequences of disease. A more preventative approach has the potential to avoid demand in the NHS, and to safeguard the wellbeing of some of London's most vulnerable people.

This period has led to a rapid increase in understanding of the reality and value of single pathway approaches to care, where organisations work together as part of a co-ordinated system in a local setting.

The recommendations below aim to build on that new understanding to create a pathway model for treatment and care that ensures that people and staff are equally protected and prepared to manage either a second wave of infections or endemic Covid 19 in the local population.

5. Recommendations

It is hoped that a **wider understanding of the nature and requirements of care settings**, the importance of **building effective partnerships for care**, alongside the treatment that the NHS provides, the **value of local community assets** in meeting people's needs will all be products of this extremely challenging period, and will form the basis of an ongoing response to endemic Covid 19 within our community.

In addition, the experience demonstrates the need for **a radical change to the financially precarious situation social care operates within**.

The recommendations below address these requirements and should form the bedrock of a regional approach **both in the management of a second wave** and as part of an **improved, integrated model of health and care management** across the region

5.1 Parity throughout the pathway

That the same principles of infection control and prevention are applied throughout the length of the care pathway, meaning that care homes, supported living and Homecare staff are able to protect those they care for to the same level as is proposed within the hospital setting

In practice this means...

- Ensuring that care homes and home care staff are able to provide safe, infection-free spaces for vulnerable people. This will include training care home staff in clinical observations for at-risk residents, agreeing infection controlled pathways and ensuring the availability of the appropriate level of PPE to manage infections risk (ref: <https://www.bgs.org.uk/resources/covid-19-managing-the-covid-19-pandemic-in-care-homes>)
- Zoning care homes in line with current clinical practice, and prioritising testing and PPE for homecare workers. This includes a clear national strategy on testing and re-testing for staff and residents.
- A new financial model for Care Homes, with teams potentially increasing in size, in line with the increases in the acute sector teams, and new patterns of staffing and rotation in order to minimise cross-infection

5.2 Planning and Delivering Together

That a single plan is built up for each ICS / STP, jointly with local authorities, and within a timeframe that allows the space for collective reflection which is meaningful at borough level, and signed off by the appropriate bodies within regional and local government, and the NHS, to agree a practical, deliverable framework to manage Covid on an ongoing basis

In practice this means...

- Colleagues in health, the voluntary and community sector and our local communities working together at borough level to build up effective system-wide, place-based responses. We recognise that we all work best where we plan and deliver together.
- All parties within a local area should come together to determine and agree an appropriate and practical response which draws on relevant local assets and knowledge across the whole system – a dialogue of equals.

5.3 Protecting People to Protect People

Testing and PPE to be available to those providing care in any setting (eg care homes, homes, supported living facilities for learning disabilities etc). These settings should be considered alongside hospitals and equally in the allocation and prioritisation of protective resources, due to the vulnerable nature of the residents and the need to ensure that people can be safe and protected in their own homes

In practice this means...

- Creating local, system-wide deployment of PPE and regular testing, which recognises the importance of all care and residential settings
- Ensuring that staff are protected both inside and outside the care setting, to minimise the risk of transmission from care settings into the community and vice versa
- Recognising that, as care homes and residential settings provide long-term care to vulnerable people, their needs for protective equipment and testing are likely to remain high and acute for a significant period of time (potentially longer than the acute hospital setting) and planning accordingly
- Understanding the demographic profile of the social care provider workforce, including age and ethnicity, to mitigate risks associated with

COVID-19 in view of the evidence of higher mortality rates amongst this workforce.

- Valuing the social care workforce through better remuneration and improved access to career pathways into e.g. nursing and social work

5.4 Building strong and sustainable Places

Increasing the social care workforce and drawing upon existing and new local community assets to support those who are vulnerable, shielding or providing support to the shielded population within local areas.

In practice this means...

- Expanding the social care workforce to meet the additional requirements of the shielded population, the newly vulnerable as well as their existing clients
- Working in partnership with the voluntary and community sector to develop new and existing community assets to maintain people's independence and reduce risk and pressure within the care and health sector
- Working at 'place' level to tackle wider determinants of health and connect socio-economic recovery with our workforce challenges

5.5 Funding for the Future

The costs of managing the pandemic and protecting local people will add significant pressure to local authority budgets. The requirements detailed in this paper, including additional PPE, additional staffing, effective infection control and zoning will all lead to increased costs. In the NHS, these costs will be born centrally and distributed. For local government, the question as to how these costs will be met in a way that in the reality of the significant local challenges areas face, and the existing fragility of the current model needs to be addressed.

In practice this means...

1. Using the structure of the BCF (as the existing mechanism) to invest in providing additional support to social care in a way that is proportionate to that provided to the NHS in each area
2. Working with Care Home providers to assess the viability of vulnerable homes (recognising that some may not survive) and to ensure continuity of safe and good quality provision for residents

Note: This paper was authored by Claire Kennedy, Co-Founder and Managing Partner, PPL in collaboration with LondonADASS, based on conversations with DASS colleagues across STP/ICS sub-regions

Social Care Paper Appendices

Hospital discharge & surge planning (LB Tower Hamlets)

A core challenge related to pandemic planning was the expected surge in demand for acute health care, and the additional pressure this would place on social care services to support timely discharge in order to keep hospital beds effectively utilised.

The Government published new national service requirements for hospital discharge on 30 March, directing all hospitals to establish an 8am-8pm, 7 days a week discharge service to facilitate the discharge of all medically optimised patients.

To help meet this challenge, an Integrated Discharge Hub was established at the Royal London Hospital within the space of a week to speed up the process of discharging nonemergency patients from acute care into residential or home-based care. The Hub draws together a multi-disciplinary team of social work, nursing, Occupational Therapy, Physio and Brokerage professionals from across the partnership. Standardised packages of care are offered at the point of discharge, followed by a more personalised review and care package one - two weeks following hospital discharge.

Over 300 patients have been referred through the service since the end of March, with just over 50% of these Tower Hamlets residents. 90% of patients have been successfully discharged home with care and support, with the remaining 10% discharged to nursing and residential homes, supported accommodation, and newly commissioned step-down facilities. 25% of patients have been discharged the same day, and over 50% within one day, a significant improvement in performance compared to historical discharge times.

Capacity is generally holding up well. Significant progress has also been made on finalising and integrating the homeless and rough sleepers discharge pathway.

Case Study Example of Community Response Hub Working (LB Merton)

One of the first actions taken by the Council was to work with the Merton Voluntary Services Council to set up a response hub, known as the Merton Covid-19 Community Resource Hub; the Hub takes inward bound calls directly from residents, or via other voluntary sector organisations, requesting support with things such as shopping, dog walking and isolation. It is staffed by a combination of council staff redeployed from elsewhere in the Council, mainly from libraries.

Over 1,400 individual contacts and subsequent referrals to the voluntary sector for follow up and action had been made with the Hub. Support given from the voluntary sector include practical tasks such as shopping, befriending and small grants given along with debt advice. It has been so successful that we are working with the voluntary sector to keep the hub going as a one stop shop for the voluntary sector in Merton with one number and email for the voluntary sector.

The Government has established a shielding process whereby the NHS has identified a cohort of very vulnerable people on the basis of pre-existing medical conditions and has advised them that they should remain at home for 12 weeks. Councils have been given the responsibility of contacting residents in their areas who fall within this group in order to ascertain whether they require any assistance.

The Government has set up direct food deliveries to any shielding resident who requires them, but these packages are a standard offer and do not pick up on dietary or religious requirements. These requirements are met locally via the Community Response Hub.

Merton has been given the names of 6,950 people living in the borough and has set up a shielding hub in order to contact all the people on the list and provide them with assistance if required. Around 16% require ongoing support whilst shielding and are likely to continue to need support for some time afterwards too. The Council has also established arrangements with community pharmacists to ensure that people can have their prescription medicines delivered to their homes and a coordinated voluntary offer means that residents have access to other support such as taking food and other items into people's homes, cooking and dog walking.

As per the above we have worked with the voluntary sector to also provide practical support to include practical tasks such as shopping, befriending and small grants given along with debt advice.

Case Study Example of scaling up Proud to Care North London to a pan-London approach (North Central London DASSs)

The Councils of Barnet, Camden, Enfield, Haringey and Islington have a well established joint adult social care programme, focused on sub regional priorities to support an excellent adult social care workforce and sustainable care home market.

As part of the workforce priority they developed the Proud to Care North London website with local care providers, to promote care as a great sector to work in. The site provides a free local jobs board, local recruitment events, a range of information on training and development opportunities, including apprenticeships, information for business, and real-life stories.

In March, they launched a recruitment campaign to support their local sector during Covid19. To streamline the process, they piloted a simple survey in place of job applications, and worked with teams in each borough to market

the offer and develop a local screening and matching service to their key providers. Where needed, candidates were offered ESOL assessments and support. From this short pilot over around 3 weeks, there had been 123 applicants and 45 job offers by the end of May.

Following the success of the North London pilot, London rapidly set up the 'Proud to Care London' campaign from early April. Ofsted redeployed staff to support the process, including DBS checking. The campaign – a partnership between councils across London has benefited from an astonishing amount of free advertising, including locally led advertising campaigns, including e-newsletters, twitter, facebook, and on council websites, supported by influencers such as Sadiq Khan, NHS London and the Fire Brigade tweeting directly or re-tweeting posts. Free advertising has been offered by 4 major recruitment sites (Reedonline.co.uk, CV Library, Talent.com, Zip Recruiter), digital advertising spaces from Clear Channel UK and JC Decaux and on some of the massive electronic boards at locations around London.

This saw 823 people register in the first week and over 2,000 by mid-May, demonstrating that Londoners want to work in care;- interestingly around 1 in 2 had previous care experience and there was a high proportion (around 1 in 3) of younger applicants, which is generally a demographic the care sector finds difficult to recruit.

Proud to Care, a recruitment approach for social care workers, including workforce development resources, and a portal for social workers. Proud to Care is now a regional programme, and helped support care homes to ensure safe staffing levels during the pandemic.

Case Study Example of active local partnership to support infection control and testing (LB Bexley)

Recognising the impact that the COVID status of staff was having on care home resilience Bexley decided to target the initial scarce COVID-19 testing slots made available to Adult Social Care, to care home and home care providers.

This response to testing has been an exemplar of partnership working locally. The Director of Public Health is the designated lead for testing for London Borough of Bexley. A multi-agency Testing Task and Finish Group has been set up to address the challenges in this area and continues to steer the work.

- Testing pre-discharge from hospital and prioritising our allocation of testing slots to care home and domiciliary care staff was facilitated in Bexley, ahead of the change in government guidance. This was possible only through the invaluable support towards testing extended by Lewisham and Greenwich NHS Hospital Trust (Queen Elizabeth Hospital).
- Guidance and flow-charts on the pathways to testing for Care Homes was developed and circulated and the Mobile Testing Unit has been set up in Bexley two days a week for the past 3 weeks. Bexley has been one of the top performers in London in terms of the number of tests done at the Mobile Testing Unit.

- This facilitated the familiarisation and adoption of the national testing portal pathways when they came on-line for Care Homes, with alternative local arrangements in place for specific situations.
- Further work is underway to facilitate testing of asymptomatic essential workers, and on training in this area for Care Homes and other settings.

Providers are particularly concerned about access to testing and it is clear that we need to continue to prioritise enabling easy access to testing for residents and staff on a regular basis. Bexley are already taking a proactive local approach to testing people with learning disabilities and mental health needs in supported living settings, recognising that these are not included in other testing schemes.

Case Study Example of building on partnerships and collaborative procurement of PPE to meet the needs of social care staff (LB Brent and NWL)

Initial challenges to accessing PPE over the first eight weeks were significant, however supply issues are now being better managed, with for the most part Local Authorities filling gaps. This presents increased costs to providers and to local authorities, one Council estimated the predicted annual cost of PPE as £6m. Access to PPE is critical to infection control and hugely important as it impacts staff morale, confidence and anxiety.

The purchase and distribution of PPE by Brent Council started on the 27th March, with Brent being the first borough to distribute PPE directly to all providers. The national Care Homes Support plan returns that were completed directly by care home providers at the end of May reflected that 100% of Brent respondents to the care home survey reported they felt they had sufficient PPE and recognised the local support provided.

This local good practice was able to feed into wider STP/ICS partnerships. The North West London (NWL) Health & Care Partnership, made up of 30 system partners across local authorities and the NHS, had a pre-existing workstream to tackle practical and clinical support into care homes. This workstream included quality in care homes, primary care, community and pharmacy support as well as testing, education and training. The partnership was able to quickly respond to pandemic challenges, for example, with the creation of a new supply chain for NWL to provide emergency PPE stock to all care home (& home care) providers. The West London Alliance was also able to scale up its PPE procurement from a sub-regional partnership to securing supplies across London.

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Leaders' Committee

Climate Change and Green Recovery from Covid-19

Item no: 7

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

Date: 07 July 2020

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Summary:

This report seeks to update Leaders Committee on the work that has taken place on climate change policy since the last report in December 2019 and outlines some of the changes to the programme due to the Covid-19 pandemic.

London Councils officers have been working closely with senior borough officers through LEDNet and CELC and have developed a set of eight proposals for operationalising a green recovery from Covid-19 in London.

This paper seeks comments and support from Leaders Committee for these proposals going forward.

Recommendations:

Leaders' Committee is asked to:

- Note and comment on the progress made on the climate change workstream;
- Comment and support the eight green recovery proposals at paragraph 15 to be progressed and aligned with the London Recovery Board through the Economic and Social elements.

Introduction

1. The Executive and Leaders' Committee considered climate change policy at their meetings in November 2019 and December 2019 respectively, and wanted to be involved and have oversight of progress, together with TEC.
2. In recent months, officers have been focusing on how London can continue to tackle the climate emergency whilst supporting the recovery and renewal from Covid-19.
3. This report outlines some of the progress that has been made on the shared climate ambitions discussed previously and presents a number of proposals that could assist in operationalising a green recovery.
4. Leaders are asked to comment on this set of proposals, which officers will then look to progress collaboratively with borough colleagues, through the London Recovery Board structures and other stakeholders as appropriate. We will work with both the Economic and Social Recovery Task Forces of the London Recovery Board on this agenda.

Climate change action update

5. Table 2 provides an overview of progress towards each of the seven shared climate ambitions, and associated work on climate change communications.

TEC-LEDNet climate priorities	Working group	Progress
#1 Retrofit London	Home Retrofit Working Group established, under London Housing Directors' Group	Issues Paper complete; Action Plan under development
#2 Low-carbon development	Low Carbon Development Working Group established, in consultation with Planning Officers Society London	Meeting schedule in place
#3 Halve petrol and diesel road journeys	<i>Pending discussions on development of post-Covid interventions</i>	
#4 Renewable power for London	<i>Pending discussions with London Energy Project</i>	
#5 Reduce consumption emissions	Working Group to be established in June/ July 2020	<i>Pending</i>
#6 Build the green economy	Working Group to be established in June/ July	<i>Pending</i>
#7 Creating a resilient and	Resilient and Green Working	Meeting schedule in

TEC-LEDNet climate priorities	Working group	Progress
green London	Group established, under LEDNet	place
Communications support	London Councils Climate Change Communications Steering Group established	Communications plan under development

Table 1: Progress against London Councils climate priorities

6. London Councils is also supporting four climate projects:

- i. Carbon data: following agreement on an approach to data at the March TEC meeting, officers are now in discussion with the LGA about a standard carbon emissions accounting tool for all local authorities.
- ii. Climate capability training: a tender to procure a training provider is being prepared, to be published shortly.
- iii. Climate action plans: following agreement on an approach that boroughs are encouraged to take at the March TEC meeting, officers are continuing to compile a database of all action plans, and to support boroughs on an ad hoc basis.
- iv. Low carbon procurement: this has been delayed due to Covid-19 but officers are seeking to get this project underway in the coming months.

National Advocacy

7. London Councils officers have engaged with national local government and green organisation partners to develop a set of national advocacy asks, based on the seven themes discussed above. These have resulted in national agreement on five key priorities that would enable a green recovery from Covid-19, whilst helping to set the foundations for longer term solutions to the climate and ecological crises. These have been published as 'A Blueprint for accelerating climate action and a green recovery at the local level':

I. Invest in low-carbon and climate-resilient infrastructure

II. Support reskilling, retraining and research for a net-zero well-adapted economy

III. Upgrade our homes to ensure they are fit for the future

IV. Make it easy for people to walk, cycle, and work remotely

V. Accelerate tree planting, peatland restoration, green spaces and other green infrastructure

8. Going forward, officers will continue to work with partners within local government and beyond to develop a strong advocacy position that can support boroughs' climate ambitions and support the green recovery. This will include domestic opportunities such as the Spending Review, as well as the rescheduled UN Climate Conference, COP26, now scheduled to take place from 1 – 12 November 2021.

A green recovery from Covid-19

9. The unprecedented crisis caused by the Covid-19 pandemic has led to a prediction of a global drop in carbon emissions of 8 per cent.¹ There is now a window of opportunity to efficiently embed the fundamental changes that will allow London to transition from a high carbon economy to a net zero carbon economy.
10. Since lockdown began, there has been a massive decrease in public transport use, a decrease in car use, and an increase in active travel in London. Polling funded by LEDNet shows that:
 - i. 25 per cent of Londoners are walking and running 'a lot more', and more than 35 per cent think they will continue walking and running more after lockdown
 - ii. Nearly 10 per cent are cycling 'a lot more', and more than 15 per cent think they will continue cycling more after lockdown²
11. This has led to a huge reduction in air pollution and carbon emissions: London roadside locations have seen a fall in daily average NO₂ of around 40 per cent.³ Readings from the BT Tower in central London have shown a 58 per cent decrease in carbon dioxide emissions during the lockdown.⁴
12. To support public health and active travel, boroughs have already started to implement social distancing measures such as pavement widening, temporary traffic restrictions, and new cycling routes.

¹ <https://www.carbonbrief.org/iea-coronavirus-impact-on-co2-emissions-six-times-larger-than-financial-crisis>

² <https://www.centreforlondon.org/blog/lockdown-changing-travel/>

³ <https://www.london.gov.uk/press-releases/mayoral/dramatic-improvements-in-air-quality>

⁴ <https://www.timeout.com/london/news/bt-tower-records-58-percent-reduction-in-carbon-emissions-during-london-lockdown-052120>

13. In light of these activities, London Councils officers have worked closely with the LEDNet climate cluster, the CELC Environment sub-group as well as the climate change officer group on operationalisation of a green recovery from Covid-19. This has resulted in a set of eight proposals, which officers now seek Leaders views and comments on before progressing.
14. This work will be aligned with the efforts of the London Recovery Board to promote a cleaner, greener and fairer city resulting from the aftermath of the Covid-19 pandemic.
15. The eight proposals are:

Proposal 1: Homes fit for the future

Alignment with climate ambitions: #1 Retrofit London

Action: Develop and lobby for funding and investment in a comprehensive plan for retrofitting housing and the public sector estate in London that delivers efficiency through scale, including an area-led approach, and whole-house retrofits at the property level; to encompass energy efficiency, low carbon heating, and adaptation to future climate change.

Advocacy: Lobby for this to become a national infrastructure priority, with a package of resourcing that includes funding from government to accelerate the retrofitting of housing to help develop the retrofitting supply chain, a supportive tax policy, flexibility around local government finances that can allow authorities to support retrofitting schemes and development of private sector investment options for the wider retrofitting industry.

Contribution to recovery and renewal: retrofitting London housing alone represents a multi-billion pound opportunity, with potential to use this as a launchpad for the wider private sector market, and many thousands of jobs created with new, green skills; it will also significantly support the resilience of London households in the future, by reducing energy bills and increasing resilience to future climate change.

Development route: establish a pan-London team to develop and deliver proposals for retrofitting at pace, building on the work of London Councils Home Retrofitting Working Group, and existing programmes within the GLA and individual boroughs.

Proposal 2: Net zero development for London

Alignment with climate ambitions: #2 Low carbon development

Action: establish a Commission on Net Zero development for London, to secure agreement on how developers and planning authorities will deliver zero carbon new development (operational and embodied carbon) across all sizes and tenures, by 2025

Advocacy: lobby for a Future Homes Standard that requires all new buildings to be zero carbon from 2025, and enables councils to continue to be able to set higher requirements for energy efficiency than national standards where practical and demonstrably viable

Contribution to recovery and renewal: the need for homes in London remains acute, but the opportunity to use this industry to accelerate economic recovery must not come at the expense of future carbon emissions; instead, developers and councils must come to a shared agreement on basic standards that can accelerate home building, progressively reduce carbon emissions and develop green skills within the built environment sector.

Development route: developing from the Mayor's Housing recovery task force, with input from London Councils' low carbon development working group.

Proposal 3: New neighbourhoods

Alignment with climate ambitions: #3 Low carbon transport, #4 Renewable power for London, #5 Consumption emissions, #6 Green economy, #7 Resilient and green

Action: enable connected, low carbon neighbourhoods that support hyperlocal community interaction, exchange and support, focusing on disadvantaged neighbourhoods, within a wider framework of polycentric development, through a series of connected initiatives:

- Initiatives to build continuing engagement and co-design around climate action with residents, for example through citizen assemblies and forums
- reclaiming road space for active travel, green spaces and community infrastructure, through wide roll-out of school streets, the London Streetspace programme and a connected initiative to secure permanent car-free areas in London;
- localising services in line with the 15 minute city concept, including more civic space, and supporting the use of void properties/ shopfronts and underutilising space by supporting circular economy businesses;
- ensuring that bike hire opportunities are equally accessible across London's boroughs, with adequate provision of infrastructure to support cycling, including bike lanes and bike parking;
- enabling low carbon first and last mile delivery, including through sharing and subscription models for e-bikes and e-trailers, and take back schemes; and
- enabling home working by engaging with sub-regions, boroughs and providers to accelerate superfast broadband roll out.
- establish 1000 energy projects across London by 2030, with at least 20 in each borough, delivering green energy generation, energy efficiency retrofits, electric vehicle charging infrastructure, fuel poverty alleviation and anaerobic digestion, securing at least £1m investment from Londoners and providing more than 3,000 training opportunities, including 1,000 for young people.

Advocacy: lobby government to support councils to make temporary changes that have reallocated road space to pedestrians and cyclists permanent, where this is locally supported and lobby for reinstatement of incentives and the removal of tax burdens for Community Energy Companies to unlock local investment in community energy projects

Contribution to recovery and renewal: this new neighbourhoods approach takes a place-centred approach to renewal, embedding new ways of connecting, working and accessing goods and services, and ensuring that people continue to feel more connected in their local area, that they have ready access to services and businesses they need, that they can easily get around by bike or walking, and that each local area is a hub for local and green businesses.

Development route: to be determined, any suggestions welcome.

Proposal 4: Renewing our roads

Alignment with climate ambitions: #3 Low carbon transport

Action: radically reform the focus of the road network in London by working with the Mayor and TfL to introduce a London-wide road pricing scheme that can underpin fair contributions by people using our roads, and supporting significant enhancement of strategic interconnection of walking and cycling routes across borough boundaries

Advocacy: lobbying HM Treasury to devolve VED receipts to London, to support this refreshed and holistic approach to fair road user charging

Contribution to recovery and renewal: to permanently move to a low carbon transport city, we need radical change in the quality and accessibility of cycling routes, and overhaul our approach to the costs and benefits of roads, through a fair and robust charging regime for those who use London's roads – building on the gains of the congestion charge and ULEZ.

Development route: Establish a working group of TfL, GLA and borough officers in the first instance to develop some suitable options based on some of the extensive works already undertaken by TfL colleagues and bodies like Centre for London.

Proposal 5: Accelerating low carbon heating

Alignment with climate ambitions: #4 Renewable power for London

Action: develop a Local Area Energy Plan for London, together with the GLA and the LEAP, to drive forward a low carbon heating transformation in London

Advocacy: lobby for a government road map for decarbonising heat

Contribution to recovery and renewal: decarbonising heat is a major climate challenge, but also one where there is a significant economic opportunity for infrastructure investment, the development of skills and enterprise, and innovation.

Development route: Establish a task and finish group of GLA and borough officers, taking the work undertaken on the development of district heat networks as a starting point.

Proposal 6: Embedding a resilient, green economy for London

Alignment with climate ambitions: #6 Green economy

Action: develop an ambitious green economy strategy for recovery from Covid-19, working hand in hand with London's business community to develop proposals including:

- using 'greening' measures to support short-term survival, particularly of SMEs,
- promoting sustainable, low carbon and circular business models and their role in supporting business' long-term resilience
- supporting specific low carbon sectors, including renewable heat and power, retrofitting, low carbon building and development and urban farming
- supporting low and zero carbon procurement by local authorities

- working across London local government to align funding from the National Skills fund, the National Retraining Scheme and the Apprenticeship Levy, together with the Adult Education Budget, so that it accelerates low carbon skills development and supports re-employment in London into the green economy
- developing wider skills and employment programmes set up to alleviate the effects of recession and support a green recovery by accelerating the growth of low carbon skills and the green economy, targeting the newly unemployed, disadvantaged Londoners and young people who are out of work
- rebuilding London's reputation as a global city founded on efficiency, innovation and wellbeing

Advocacy: lobby for a multi-billion pound place-based infrastructure fund that enables local authorities to develop low carbon infrastructure that supports local economic recovery from Coronavirus, such as public transport, segregated cycle lanes and cycle parking, walking infrastructure, electric vehicle charging, renewable energy generation, low carbon heating networks and digital connectivity; lobby for funding for full fibre rollout and digital support for businesses and local authorities

Contribution to recovery and renewal: we need the green economy to thrive in London if we are to make a green recovery from Covid-19, and we cannot do that without the active support and ownership of our business community; their investment, energy and innovation are vital to London's prosperity as a low carbon city, and we should use our convening power as local government during this opportunity to bring them together around a set of shared green economy ambitions. London currently has the lowest percentage of workforce that is already aligned with a low carbon economy, at just 8.9%.⁵

Development route: establish a task and finish group for London local government and business groups.

Proposal 7: Financing for a future London

Alignment with climate ambitions: underpins all seven ambitions

Action: a green finance taskforce, co-chaired by the boroughs and the GLA, to develop proposals for funding and financing London's short, medium and long-term action to tackle the climate emergency, including advising on the green recovery from Covid-19, building on the LSDC report 'Financing a Future London'

Advocacy: lobby for support for green financing approaches to support London's ambitions

Contribution to recovery and renewal: each of our climate ambitions, and our overall recovery from Covid-19, will require the development of robust funding and financing approaches, which should make best use of London as a world-leading financial centre, which can in turn support London to re-build with new expertise and focus post-Covid

Development route: the proposal is to establish a taskforce.

⁵ Investing in a just transition in the UK, The Grantham Institute on Climate Change and the Environment, page 5.

Proposal 8: Creating a culture of sustainability

Alignment with climate ambitions: underpins all seven ambitions

Action: Develop a programme that can build a culture of sustainability in London, so that citizens choose or demand sustainable options by default, to include:

- research into Londoners' current and potential lifestyles to identify barriers to transitioning to sustainable lifestyles;
- a strong, pan-London communications approach and strategy, working together with Directors of Communications on campaigns to encourage, for example, walking and cycling, and using local shops;
- education materials and tools developed for use by schools, educational institutes, learning centres, and related community groups; and
- tools to enable Londoners to make informed choices about sustainability and low carbon action.

Advocacy: N/A

Contribution to recovery and renewal: we will not achieve a lasting or green recovery from Covid-19 if our residents are not supported and if they do not actively support and engage with efforts to put the green economy at the heart of our economy base.

Development route: Heads of Comms sub-group on climate change.

Next Steps

16. Officers will continue to work closely with senior borough officers and other stakeholders on delivering the agreed workstreams and look to integrate the proposals outlined in this report, with those workstreams as well as the London Recovery Board structures, based on the outcomes of the discussions at Leaders Committee.

Recommendations: Leaders' Committee is asked to:

- Note and comment on the progress made on the climate change workstream;
- Comment and support the eight green recovery proposals at paragraph 15 to be progressed and aligned with the London Recovery Board through the Economic and Social elements.

Financial implications for London Councils

None

Legal implications for London Councils

None

Equalities implications for London Councils

None



Leaders' Committee

Unaccompanied Asylum Seeking Children Item no: 8

Report by: Clive Grimshaw **Job title:** Strategic Lead for Health and Social Care
Date: 7 July 2020
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Summary

This report updates the Leaders' Committee on the progress of London Councils' lobbying in relation to Unaccompanied Asylum Seeking Children and recent Government announcements.

Recommendations

Leaders' Committee is asked to note this report and note that a report will be brought back to Leaders when the Home Office makes further announcements in relation to a review of the National Transfer Scheme.

NHS Collaboration

Background

1. Leaders' Committee in July 2019 discussed a report on policy and funding obstacles facing the system for accommodating and supporting Unaccompanied Asylum Seeking Children and potential lobbying priorities.
2. This report updates Leaders on London Councils' lobbying activity and recent announcements in relation to funding for former UASC Care Leavers
3. The full report to Leaders' Committee from July 2019 is available [here](#).

Lobbying Since July 2019

4. At the Leaders' Committee in July 2019, members –
 - Agreed that London Councils take steps to seek urgent additional financial support for London boroughs to ensure that the London rota remains functional during the forthcoming summer pressures;
 - Supported lobbying by London Councils to seek cross-departmental focus, involving MHCLG, the Home Office and Department for Education;
 - Agreed that sustained lobbying be undertaken by London Councils in respect of UASC and former UASC Care Leavers;
 - Supported exploration of intensifying this issue politically, legally and in media terms
5. In parallel to the Leaders' Committee report, London Councils published new analysis of the unfunded financial pressures associated with the vital care boroughs provide to UASC and former UASC Care Leavers. This analysis found that –
 - There were approximately 1,800 UASC LAC across all 33 London boroughs in 2018-19, representing at least one third or more of all UASC in England.

- Between 2016/17 and 2018/19, the number of UASC accommodated in London increased by 17%.
- London Councils research estimates that there were approximately 2,900 former UASC Care Leavers across all 33 London boroughs in 2018-19. Spend on former UASC Care Leavers was £24.5 million in 2018-19, an estimated increase of 39% since 2016-17.
- In 2018- 19, the total estimated funding gap across London for UASC was £14.1 million and £17.8 million for former UASC care leavers. The total estimated funding gap in 2018-19 was therefore £31.9 million.

6. The London Councils analysis included a number of lobbying asks of Government, including a call to:–

- Urgently invest an additional £32 million in UASC funding to London boroughs to ensure that the London rota remains functional during the forthcoming summer pressures.
- Support work by local government to develop viable improvements to the national arrangements for the transfer of UASC.
- Take cross-departmental action, involving the Ministry of Housing, Community and Local Government (MCHLG), the Home Office and Department for Education, to:
 - i. Make the case for full funding of costs incurred in the support of UASC and former UASC Care Leavers.
 - ii. Reach agreement on reform to the National Transfer Scheme in order to put it on a functional and sustainable footing.

7. Since the meeting in July 2019, London Councils has undertaken the following lobbying activity –

- Written to the Minister for Immigration to lobby for support of the recommendations noted in paragraph 6 above.
- Written on a similar basis to senior officials in the Home Office and Department for Education.

- Corresponded with the Children's Commissioner for England to highlight UASC pressures facing London boroughs and the potential impact on children's outcomes.
 - Worked with officials in MHCLG to convene and cross-government workshop in February 2020 involving borough Chief Executives, Directors of Children's Services and officials from MHCLG, Home Office and the DfE.
8. At the cross-government workshop in February 2020, officials acknowledged that a number of the issues that London Councils and individual boroughs were raising were under consideration and confirmed that an announcement would be made in the coming weeks about funding arrangements for Unaccompanied Asylum Seeking Children. Officials also noted that a consultation on reform of the National Transfer Scheme had been due to start in March or April. The consultation was delayed as a result of the pandemic. The Home Office remains committed to undertaking the consultation and a new date is expected to be set for this over the summer.

Recent Developments

9. On 9 June 2020 the Minister for Immigration Compliance, Chris Philip MP, announced an increase in financial support for councils who look after children. Funding will be to support unaccompanied asylum seeking children leaving care. The new rate of £240 per person per week, will replace the previous rates of £150 and £200 per week. This will accompany a targeted 25% increase in funding for local authorities who are looking after the most unaccompanied asylum-seeking children.
10. London Councils is continuing to process analysis of the benefit to London boroughs, made more complex by unknown proportion of former UASC care leavers in receipt of the £150 legacy rate (applicable to UASC who entered the system in 2016).

11. Analysis remains ongoing and is not yet conclusive. However, it is possible that London boroughs may benefit from an increase in funding of over £10 million, and depending on a range of assumptions nearer £20 million. However, the assumptions in London Councils analysis will require further assurance, so the figure in this report should be treated with caution at this stage.
12. Finally, and unrelated to the funding announcement, in recent months there have been proportionately large numbers of asylum seekers, including UASC, arriving on the South Coast, while numbers have been lower than usual elsewhere, including London. This has led to a specific request from the Home Office for placements through the NTS from Kent and Portsmouth. Some London authorities have responded to this request.

Recommendations

Leaders' Committee is asked to note this report and note that a report will be brought back to Leaders when the Home Office makes further announcements in relation to a review of the National Transfer Scheme.

Financial Implications for London Councils

None

Legal Implications for London Councils

None

Equalities Implications for London Councils

None

London Councils Business Plan 2020/21

Item no: 9

Report by: John O'Brien **Job title:** Chief Executive
Date: 7th July 2020
Contact Officer: John O'Brien
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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.
-

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

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- 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.

Leaders' Committee

Proposed Protocol for London Councils Virtual Meetings

Item no: 11

Report by:	Christiane Jenkins	Job title:	Director of Corporate Governance
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Summary

This paper outlines a proposed protocol for the conduct of London Councils' Committee meetings from July 2020. It takes into account the new Regulations as well as how public accessibility will be enabled.

Recommendations:

Leaders' Committee is asked to:

- Discuss and agree a proposed Protocol for how London Councils' Committee Meetings will be managed
- Agree to the proposed schedule of dates including the deferred AGMs

Proposed Protocol for London Councils Virtual Meetings

Introduction

1. The Coronavirus Act 2020 introduced regulation-making powers with regard to meetings and proceedings of local authorities.

The Regulations, made under section 78 of the Coronavirus Act 2020, came into force on 4 April 2020 and remain valid until 7 May 2021¹.

These regulations apply to local authority meetings (including joint committees of two or more authorities) that are required to be held, or are held, before 7 May 2021. They make provisions for:

- Remote access to meetings of local authorities by members of a local authority and by the press and public
 - Local authorities to hold and alter the frequency and occurrence of meetings without requirement for further notice
 - Members of local authorities to attend meetings remotely.
2. The regulations also modify existing legislative requirements for local authority meetings, including provisions requiring local authorities to hold annual meetings. In addition, they modify legislation relating to public and press access to information relating to decisions made by local authorities to enable such access to be available through remote means.

Implications of the Regulations for London Councils

3. London Councils is a Joint Committee and is covered by these Regulations. It is proposed that London Councils holds its statutory and formal Committee meetings remotely until further notice, or until 7 May 2021, whichever is the sooner.

¹ The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020 No.392 ('the Regulations').

4. The effect of the Regulations is to “insert” what are, in effect, mandatory standing orders for those authorities that wish to hold meetings remotely.
5. It is proposed that London Councils adopts a protocol for how these meetings are managed, which has the same status of a standing order and where there is conflict, takes precedence.

Protocol

6. A Protocol on how these remote meetings will be managed has been drafted taking into account guidance which has been made available² and some learning from remote meetings which have already taken place.

Members will be notified of the remote meeting by email and all agenda papers will be emailed and available on the London Councils website.

The ‘place’ at which the meeting’s will be held will be a virtual location and the mechanism used will be Microsoft Teams and it is proposed to facilitate live streaming to enable press and public access. The Protocol also covers the handling of exempt business.

The proposed Protocol is attached as Appendix One.

Dates of London Councils Committee Meetings

7. It proposed that London Councils annual general meetings (AGMs) are deferred until the autumn, noting that, where an AGM is delayed, all appointments from the Joint Committee’s 2019 AGMs continue, unless London Councils is formally notified of any changes through the normal channels/processes.

The proposed dates of London Councils AGMs and other committee meeting dates for 2020/21 are attached at Appendix Two.

² Guidance has been published by MHCLG; The House of Commons Library, The LGA; London Office of technology and Innovation (LOTI); The Association of Democratic Services Officers (ADSO) working with

Access to documents

8. Regulations make provision for local authority members and officers, and the public, to have access to documents without attending council buildings.

The Regulations provide that it will be sufficient to publish the documents on the website. This includes notices, agendas, reports, background papers and minutes.

Recommendations: Leaders' Committee is asked to:

- Discuss and agree a proposed Protocol for how London Councils' Committee Meetings will be managed
- Agree to the proposed schedule of dates including the deferred AGMs

Financial Implications for London Councils:

There are additional costs associated with London Councils enabling live stream access to its formal committee meetings. The cost for the next 12 months will be £16,995 (exc. VAT).

Additional Microsoft Teams licences were purchased at the start of the Covid-19 pandemic for a number of staff at London Councils to enable meetings to be held virtually from the outset, for both officers and members.

These costs are being met from existing budgets.

Legal Implications for London Councils:

Section 78 of the Coronavirus Act 2020 introduced regulation-making powers with regard to meetings and proceedings of local authorities, including joint committees.

The Regulations, subsequently made under section 78 of the Coronavirus Act 2020, enable local authorities, including joint committees to hold decision making meetings remotely, subject to a number of procedural rules.

The Regulations make provision for local authority members and officers, and the public, to have access to documents without attending council buildings.

Regulations 15-17 provide that, where the Local Government Act 1972, the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and the Openness of Local Government Bodies Regulations 2014 require that certain documents be made available for inspection by members of the public, it will be sufficient for local authorities to publish the documents on their website. This includes notices, agendas, reports, background papers and minutes – London Councils will comply with these requirements.

There are times when council meetings are not open to the public, when confidential, or “exempt” issues (as defined in Schedule 12A of the Local Government Act 1972) are under consideration. For exempt items, the Chair will “clear the room” of press and public and the livestreaming will then be stopped.

The proposed protocol attached at Appendix One is in accordance with the Act and Regulations.

Equalities Implications for London Councils:

All meetings will be formally minuted and published on the London Councils website in the usual way. Microsoft Teams is a business platform which all members should be able to access and use. Livestreaming the meetings enables will enable public access.

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Protocol for London Councils Joint Committee Meetings¹:

- All meetings will be conducted virtually using *Microsoft Teams*
- The relevant committee agendas will indicate that the “meeting place” is “virtual”
- The notice of meeting and publication of relevant agendas and papers will continue to comply with the five working day *Access to Information* Regulations and will be available on London Councils website
- All meetings will be formally minuted and attendance recorded
- The normal quorum requirements will apply
- All votes will be dealt with by a roll call by the Chair or by the affirmation of the meeting if there is no dissent [by assent]
- Any Member participating in a remote meeting who declares a disclosable pecuniary interest, or other declarable interest, in any item of business that would normally require them to leave the room, must also leave the remote meeting. Their departure will be confirmed by the Democratic Services Officer or meeting facilitator, who will invite the relevant Member by link, email or telephone, to re-join the meeting at the appropriate time
- For exempt items, the Chair will “clear the room” of press and public and the livestreaming will then be stopped. Each Member in remote attendance must ensure that there are no other persons present who are not entitled to be (either hearing or seeing) consideration of such items, and/or recording the proceedings
- In the event of any apparent failure of the conferencing connection, the Chair should immediately determine if the meeting is still quorate:
 - if it is, then the business of the meeting will continue; or
 - if there is no quorum, then the meeting shall adjourn for a period specified by the Chair, expected to be no more than ten or fifteen

¹ This protocol applies to: London Councils Leaders’ Committee and its sub-committees; London Councils Transport and Environment Committee (TEC) and its sub-committees; Grants Committee and its sub-committees; Greater London Provincial Council (GLPC); Greater London Employers Forum (GLEF); Young Persons Education & Skills Board (YPES) and should be read in conjunction with London Councils Standing Orders 2019

minutes, to allow the connection to be re-established.

- Should any aspect of an individual's remote participation fail, the Chair may call a short adjournment of up to five minutes or so to determine whether the connection can quickly be re-established, either by video technology or telephone in the alternative. If the connection is not restored within that time, the meeting should continue to deal with the business whilst this happens, providing the meeting remains quorate and the public are able to hear
- In the event of connection failure, the remote Member(s) will be deemed to have left the meeting at the point of failure and if the connection cannot be re-established to those Member(s) before the end of the meeting, then the presumption will be that the meeting should continue to deal with the item/s
- If the connection is successfully re-established, then the remote Member(s) will be deemed to have returned at the point of re-establishment
- If a connection to a Member is lost during the meeting, and the connection cannot be restored within a reasonable time, the meeting will proceed, but the Member who was disconnected will not be able to vote on the matter under discussion as they would not have heard all the facts.

The following Meeting etiquette will be observed:

1. All members of the Committee should join the meeting promptly to avoid unnecessary delays to the start of the meeting
2. At the start of each meeting, the Chair will check the number of attendees and confirm that the meeting is quorate and can continue²

² The quorum shall be one third of, or the number nearest to one third, but not less than three Members (except for the quorum for Audit Committee, which because of both its size and the nature of its business is a special case and therefore is only two) entitled to be present at Leaders' Committee, and any associated joint committees, sectoral joint committees or sub committees of London Councils (London Councils Standing Orders 6.1).

3. All members will then be asked to have muted microphones as the default position to improve the sound quality of the meeting
4. It will be a decision of each respective Committee Chair, but the default position for the Joint Committee Meetings will be that, other than the Chair, all cameras will be switched off when a member is not speaking to save bandwidth and improve the sound quality of the meeting
5. Members will only speak when invited to by the Chair
6. Members can indicate that they would like to speak by using the chat facility and turning on their camera
7. All members should state their name and authority before speaking for the benefit of the press and public (officers/invited guests should state their name/job title/organisation)
8. It will be a decision of each respective Committee Chair, but the default position for all Committee Meetings will be that the chat facility is not used other than as an indication of a wish to speak
9. Only one person may speak at any one time
10. The chat facility must not be used for private conversations between participants
11. In respect of key committees, it will assist the meeting if those Members who wish to speak on a particular item could indicate their wish to speak to the Chair and to the Democratic Services Officer in advance of the start of the meeting where possible. Political groups are also encouraged to co-ordinate this activity wherever possible in respect of meetings likely to result in a high number of requests to speak
12. Members (and officers) should be careful not to allow exempt or confidential papers to be seen.

Each agenda, when published, will have the meeting “etiquette/house rules” and any relevant useful information included. London Councils website will also have this protocol, plus house rules and any helpful information permanently displayed on its committee page.

Item 11 - Appendix Two

LONDON COUNCILS MEETING DATES – 2020/21- (Virtual)

Leaders Committee	Audit Committee – 10.30am – 12noon
<p>-11:30am – 1.30pm</p> <p>2020 7 July 2020 13 October 2020 (AGM) 8 December 2020</p> <p>2021 9 February 2021 23 March 2021 8 June 2021 (AGM) 13 July 2021</p> <p>Executive - 9.30am – 11.30am</p> <p>2020 16 June 2020 8 September 2020 10 November 2020</p> <p>2021 19 January 2021 2 March 2021 11 May 2021 22 June 2021</p> <p>Grants Committee - 11:00am – 1.00pm</p> <p>2020 8 July 2020 11 November 2020 (AGM)</p> <p>2021 17 March 2021 14 July 2021 (AGM) 10 November 2021</p> <p>Grants Executive 2:00pm – 4:00pm</p> <p>2020 16 September 2020</p> <p>2021 5 February 2021 15 September 2021</p>	<p>2020 17 June 2020 17 September 2020</p> <p>2021 18 March 2021</p> <p>TEC - 2:30pm – 5.00pm</p> <p>2020 11 June 2020 15 October 2020 (AGM) 10 December 2020</p> <p>2021 18 March 2021</p> <p>TEC Exec - 10:00am – 12noon</p> <p>2020 16 July 2020 17 September 2020 12 November 2020</p> <p>2021 11 February 2021</p> <p>Greater London Employment Forum (GLEF) 10.00am – 12noon</p> <p>2021 20 February 2021 (AGM) 25 June 2021</p> <p>Greater London Provincial Council (GLPC) 2020 – 10.00am – 12noon 29 October 2020 (AGM) 2021 15 April 2021 14 October 2021</p> <p>Young People's Education and Skills Board (YPES) – 3.00p. – 5.00pm</p> <p>2020 15 October 2020</p> <p>2021 28 January 2021</p>

(1 June 2020)

Leaders' Committee

Minutes and Summaries

Item no: 12

Report by: Lisa Dominic **Job title:** Senior Governance Support Officer
Date: 7 July 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
- GLEF – 21 February 2020
- Executive – 3 March 2020, 19 May 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)

Minutes of the Meeting of the Executive

Tuesday 3rd March 2020 09:30 am

Cllr Peter John OBE was in the chair

Present

Member	Position
Cllr Peter John OBE	Chair
Cllr Teresa O'Neill OBE	
Cllr Julian Bell	
Cllr Darren Rodwell	
Cllr Georgia Gould	
Cllr Ray Puddifoot MBE	
Cllr Muhammed Butt	
Cllr Ruth Dombey	
Cllr Clare Coghill	
Cllr Danny Thorpe	
Cllr Elizabeth Campbell	

London Councils officers were in attendance.

1. Apologies for absence and announcement of deputies

Apologies were received from Catherine McGuinness.

The Chair welcomed Cllr Elizabeth Campbell and Cllr Danny Thorpe to their first Executive meeting, and also announced his resignation which would be effective from the end of 24th March 2020. He thanked colleagues for their messages of appreciation.

2. Declaration of interest

Cllr Bell declared that he was about take up an appointment to the Transport for London (TfL) Board.

3. Minutes of the Executive Meeting held on 21st January 2020

The minutes of the Executive meeting held on 21st January 2020 were agreed as an accurate record of the meeting

4. Chief Executive Update

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

- Because of the approaching Purdah period, he would be sending a note to Executive members and to staff
- As mentioned previously, Cllr Bell's appointment to the TfL Board and the resignation of the Chair required a number of governance actions, which would be addressed
- Coronavirus – members were informed that the first meeting of the Strategic Co-ordination Group (SCG) would be taking place later on 3rd March and on the previous evening the Mayor had called a meeting of his Advisory Group which was attended by a number of key public service partners as well as London local government officers and the Chair. A note would be sent out to Leaders summarising that meeting.

The Chair confirmed that briefings would be continue to be provided to London borough Chief Executives for the London resilience structures.

Members made the following points:

- Cllr Rodwell asked about the best way to re-assure the public, to avoid issues like panic buying
- Cllr Georgia Gould asked about the issue of people with no access to sick pay required to self-isolate and the potential link to local welfare funds
- Cllr Thorpe felt that messages from Public Health England (PHE) for schools should be more clearly communicated. Also he asked whether there was testing information available on a 'by borough' basis?

The following responses were made to the questions:

- The Chair reported that the Deputy Chief Medical Officer had informed the Advisory Group that PHE would have sufficient notice to communicate plans should the virus become an epidemic: the Chief Executive mentioned that it was likely that the SCG would be dealing with advice on food and liaison with supermarkets
- It was confirmed that PHE and the Deputy Chief Medical Officer were the lead agencies for communications and there was a protocol with the PHE regarding flows of communication: also that PHE in London were sending borough communications teams a daily update
- The sick pay issue would be raised, dependent on the outcome of further Government announcement, including the budget.
- The Chief Executive agreed to raise the issue of information on testing, and emphasised that PHE was in the lead on these communications

The Chief Executive raised two other points from the update report.

In terms of overall lobbying regarding resources, London partners had raised the prospect of a joint business/GLA/London Councils intervention before Purdah, on a cross party basis.

Members made the following points in support of the issue of lobbying:

- Cllr Georgia Gould recognised that while many parts of the overall funding formula had been agreed, the Government were interested other ideas, such as the Overnight Levy
- Cllr Teresa O'Neill felt that any lobbying should be done after the 11 March budget, in that the budget would feed directly into the Spending Review; it also allowed time before the commencement of Purdah
- Cllr Puddifoot felt that it should be made clear that the needs of London should not be seen as in competition with those of the rest of the country, while also recognising that London's success was important for the whole country also.
- Cllr Clare Coghill added that London's particular position in respect of, for example, the scale of its overspend on SEND, needed to be emphasised.

The Chief Executive had also included in his report a summary of the discussion at the recent Awayday regarding achieving a balance between the frequency of Leaders and Executive meetings. Members were reminded that there had been some interest at the Awayday in reducing the number of Leaders' Committee meetings and increasing the frequency of meetings of the Executive, and he had set out some advantages and disadvantages of the proposal in the report.

Members agreed to discuss this issue further at their party group meetings before Leaders Committee on 24th March 2020.

In the meantime the Chief Executive noted that the meetings schedule for 2020/21 would be scheduled in the normal way, with the proviso that the dates could be changed dependent on members' final view.

Members noted the remainder of the report.

5. Business Plan 2020/21

The Chair introduced the Business Plan report, commenting that, historically, in preparing the Plan the Chair had met with individual portfolio holders to establish priorities. This year, Executive members and shadow portfolio holders had met with officers to develop the draft content appended to the report. The Executive had agreed they should then collectively look at the Plan at this meeting. The Chief Executive said that the draft content reflected the previously agreed Pledges to Londoners, but acknowledged that two of the Executive portfolio holders were new to their roles and that their sections - Crime and Public Protection and Children's Services, Schools and Families - would require further opportunities for briefing.

The Chief Executive said that the aim of the discussion was to try and achieve a consensus in terms of direction, prior to Leaders' Committee on 24th March, taking into account the outcomes of the General Election in December 2019 and the Mayoral 'Asks' document recently published. He was seeking guidance as to whether any of the priorities should be given more or less focus, or whether members wished to cease any of the elements of the Plan.

Members made the following comments in relation to the draft Business Plan.

The Chair asked about the work on County Lines. The Chief Executive reported that discussions with Cllrs Elizabeth Campbell and Thorpe on this issue supported that it being aligned with Crime and Public Protection.

Cllr Puddifoot asked whether, in the Crime and Public Protection section, there should be some mention of investment in police personnel and facilities. Under the Transport and Environment section, he also asked whether the issue of Heathrow should be included.

Cllr Bell reported that there was an existing position on Heathrow. It was very hard to see how widespread agreement on an alternative could be secured. He felt that, in terms of the Heathrow issue, it would be more effective for boroughs to take their own position on it. Cllr Bell also suggested that air quality should be given greater focus, and that in the Transport and Environment section, greater emphasis should be placed on transport alternatives such as walking and cycling.

Cllr Elizabeth Campbell felt that the issue of UASC should be included; she favoured a review of transfer arrangements and options for a regional solution. Cllr Campbell also felt that consideration should be given to the work that health partners were doing in this area.

Cllr Georgia Gould felt that she would like to see work focusing on the changing makeup of inner and outer London.

Cllr Thorpe recognised the potential for Metropolitan Police Estate to be used as accommodation for new police resources; Cllr Puddifoot agreed that while the recruitment of new police was welcomed, facilities remained an issue. Cllr Thorpe also raised the prospect of a London Challenge type approach the impact of poverty in the capital. He also made reference to the need to remove the term 'special schools' on Page 36 of the report.

Cllr Butt noted the need for discussions with the Government around UASC and welfare reforms.

Cllr Rodwell mentioned the disparity between the Census data and current population figures in respect of his borough, which had a financial impact. There

was a discussion about the most effective way to understand current trends in London's population, but it was pointed out that while ONS provided some projections there was often a time lag, and that it was difficult to obtain data on the shifts in population between boroughs. This related to the piece of work referenced previously by Cllr Gould.

Cllr O'Neill raised the issue of the word 'emergency' in relation to climate change, although acknowledging that a large number of boroughs were using that. She also questioned the inclusion of the references to European funding in the Plan. The Director of Transport and Mobility pointed out that some European funds could still be accessed by boroughs, and there would still be projects carried out in conjunction with other European cities.

Cllr Dombey wanted to emphasise the primacy of the Health and Wellbeing Board in emerging health work. She also felt that more emphasis on mental health issues would be welcome.

Cllr Coghill talked about the need to align member priorities with officer groupings. The Chief Executive outlined the process for this.

In conclusion it was pointed out that the draft Plan contained the core content but would be fleshed out with key themes and organisational inputs when finalised. The Chair felt that as the Pledges for Londoners had only recently been formally published, there was no need for the Business Plan to be launched in the same way.

The Chair thanked members for their contributions and for identifying priorities and specific areas that needed to be highlighted.

Members agreed that officers should work with portfolio holders to produce a draft Business Plan for 24th March Leaders' Committee, with final changes and amendments being considered by the Executive on 19th May 2020.

6. Month 9 Revenue Forecast 2019/20

The Director of Corporate Resources introduced the report.

Cllr Puddifoot noted that while some balances were due to delayed expenditure, overall he felt that the report presented a good financial position.

Members noted the Revenue Forecast report.

7. Debtor's Update report

The Director of Corporate Resources confirmed that all outstanding amounts from boroughs had been paid since the report had been issued. He thanked Borough Treasurers for actioning this and for resolving any queries promptly.

The Executive noted the report.

At the end of the meeting Cllr Bell expressed his thanks, on behalf of the Executive, to Cllr John for his work over the past two years, and for the highly efficient and effective way that he had guided the Executive through the issues and challenges it had faced..

The meeting closed at 10.40.

Action points

	Item	Action by	Progress
4.	Chief Executive Update		
	<ul style="list-style-type: none">• Note to be sent to Executive and staff regarding Purdah	Chief Executive	Completed
	<ul style="list-style-type: none">• Action required following Chair's resignation and appointment of Cllr Bell to TfL Board	Chief Executive	Ongoing
	<ul style="list-style-type: none">• Note to be sent to Leaders on the recent Strategic Co-ordination Group meeting	Chief Executive	Completed
	<ul style="list-style-type: none">• Covid-19 issues to be raised with SCG	Chief Executive	Completed

Minutes of the Meeting of the Executive

Tuesday 19th May 2020 09:30 am

Cllr Peter John OBE was in the chair

Present

Member	Position
Cllr Peter John OBE	Chair
Cllr Teresa O'Neill OBE	
Cllr Julian Bell	
Cllr Darren Rodwell	
Cllr Georgia Gould	
Cllr Ray Puddifoot MBE	
Cllr Muhammed Butt	
Cllr Ruth Dombey	
Cllr Clare Coghill	
Cllr Danny Thorpe	
Cllr Elizabeth Campbell	
Catherine McGuinness	

Cllr Ravi Govindia CBE was in attendance.

London Councils officers were in attendance.

The Chair welcomed everyone to London Councils' first formal 'virtual' meeting, and reminded members of the 'housekeeping' rules.

1. Apologies for absence and announcement of deputies

No apologies for absence were tendered.

2. Declaration of interest

Cllr Bell declared an interest in that he was a member of the Transport for London (TfL) Board.

3. Minutes of the Executive Meeting held on 3rd March 2020

The minutes of the Executive meeting held on 3rd March 2020 were agreed as an accurate record of the meeting

4. London Local Government Resilience Response to the Covid 19 Pandemic

The Chief Executive introduced the report. It:

- covered the range of activities undertaken and the context for the response in terms of the Civil Contingencies Act 2004;
- summarised the work of the London co-ordination arrangements which covered sub regional structures, and 'task and finish' group work as well as its links to the Strategic Co-ordination Group;
- referred to work done in individual boroughs and by London Councils.

Members raised points about:

- funding of future PPE provision;
- funding of hospital discharges and the need to try and reach a concerted position;
- the degree of political involvement in the first stages of the response, which should be picked up as part of review activity, alongside the way members had worked together with chief executives at different spatial levels;
- the potential for an Adult Social Care portfolio holders meeting. The relevant portfolio holder indicated that he thought that the priority should be on LHB Leaders working together in the first instance to consider the lessons from the pandemic so far for future integration of health and social care;

- the response to the crisis had demonstrated to Government the integral role of London boroughs in terms of understanding the needs of residents and supporting them.

The Chair made the following responses to the points made by members:

- he agreed with the value brought about by Group Leader discussions with the SCG Co-Chairs. He also agreed that review activity would need to build on previous work on London local authority resilience from 2017;
- he recognised the importance of both the PPE and NHS discharge issues.

The Chief Executive added that London Councils was undertaking some work with boroughs on hospital discharges and should this reach an agreed position it would be reported to members.

He also noted the Executive's comments about review activity.

The Chair thanked members for their comments and members noted the report.

5. Covid-19 – Recovery/Transition

The Chief Executive introduced the report.

The Chair reported that as well as the framework for Transition which, it was envisaged, would be overseen by a structure led by the Secretary of State and the Mayor, and on which London local government would have clear representation, there was also a London Recovery structure envisaged that would be jointly led by the Mayor and London Councils.

Members made the following comments in relation to the paper:

- it was important that the planned lobbying for a Climate Emergency Board continued, although integrated into the recovery model;

- the interconnectedness between the London economy and the national one should be emphasised. Also, transport considerations were crucial: it was important to enable people to return to the workplace safely because of its criticality to London business;
- the issues of culture and tourism had not been included in the paper;
- the comments on the role of sub regions were noted but those arrangements did not always align with the day to day work of boroughs, and also did not reflect partnership work carried out with others outside of the sub regional framework;
- an alternative should be found to the word 'reconstitution';
- regarding the issue of the financial challenge facing boroughs, in terms of lost income and the amount of unbudgeted spending required, in making a case to the Government, both for financial assistance and future investment, boroughs should be clear about their recovery and renewal 'offer' to the Government and the national economic recovery;
- there was a need to revisit the work being carried out by Localis, because of the changing context as a result of the pandemic.

The Chair commented that one of the advantages of the government being a co-sponsor of the Transition structures would be to raise the salience of the issues that boroughs were facing.

The Chair also reminded party groups to share their thinking on recovery priorities.

The Chair agreed that some thinking would be done to replace the word 'reconstitution' in the paper.

The Chief Executive also responded to members' comments, confirming that:

- there was an agreed Protocol covering the way London Councils worked collectively with London Chief Executives;
- the evidence base was envisaged as the first step of the recovery work;
- he had met with Localis on the subject of their work in a changed context;

- there was a recognition that different sub-regional structures would apply for different activities and in some cases were not relevant to the work that would proceed in any case;
- he had met with London and Partners on the issue of economic recovery and links to tourism and culture.

The Chair thanked members for their contributions and felt that they would help Leaders and Officers in developing future work.

6. Proposed Protocol for London Councils Virtual Meetings

The Director of Corporate Governance introduced the report, informing members that the Coronavirus Act 2020 allowed Councils for the first time to hold decision making meetings virtually. The Regulations required a number of elements to be put in place to achieve compliance, which had been captured in a proposed Protocol attached to the report.

Members' views and comments on the report, the Protocol and a revised schedule of future meetings were sought. The schedule would normally have been reported to Leaders Committee and TEC AGMs in June; however it was proposed to move the AGMs to the autumn, and also to change the proposed next meeting of Leaders' Committee from 2nd June to 7th July, with the 2nd June meeting offered as a Leaders' call instead of the next scheduled call on 29th May. If accepted by Executive, it was proposed to take the report, including the Protocol and the schedule of dates, to the next Leaders' Committee meeting for formal adoption.

Cllr O'Neill supported the paper and felt that it would be useful for other boroughs to 'sense check' their processes against the report. Cllr O'Neill had previously suggested such an arrangement to be introduced, to make the best use of members' time, and was pleased to see that this was now in place.

Cllr Dombey asked about the practicality of taking a 'roll call' at the beginning of meetings. It was confirmed that there was a legal requirement to determine those present at meetings, and it was agreed as an alternative that the Chair could physically check who was on the call to ensure quoracy and confirm attendance.

Members agreed the report, the Protocol and the schedule of dates, subject to the amendment within the Protocol regarding the requirement for a roll call, which the Director of Corporate Governance was given permission to amend without referring back to the Executive.

7. Nominations to Outside Bodies

The Chief Executive informed members that the report was presented to members annually, providing information on nominations to outside bodies: the nominations process was delegated to the Chief Executive and discharged against a set of principles contained in the report, including the need to achieve some broad proportionality reflecting the political parties. The report provided the present position.

Cllr Bell confirmed that there remained a number of TEC vacancies which needed to be filled before August. However, the schedule of meetings contained in the previous item would now provide the ability to fill the vacancies within the timescales.

Members noted the report.

The meeting closed at 10.46.

Action points

	Item	Action by	Progress
4.	London Local Government Resilience Response to the Covid 19 Pandemic <ul style="list-style-type: none">• Analysis of NHS hospital discharge costs results to be shared with members• Discuss with LAP on resilience the issue of emergency response governance structures	Chief Executive Chief Executive	Ongoing Ongoing
6.	Proposed Protocol for London Councils Virtual Meetings <ul style="list-style-type: none">• Protocol to be amended to remove the need to take a roll call at the start of the meeting and substitute with alternative guidance	Director of Corporate Governance	Ongoing

Leaders' Committee

Urgency Report

Item no: 13

Report by: Lisa Dominic **Job title:** Governance Support Officer
Date: 7 July 2020
Contact Officer: Christiane Jenkins
Telephone: 020 7934 9540 **Email:** Christiane.jenkins@londoncouncils.gov.uk

Summary	London Councils' urgency procedure was used to approve:- <ul style="list-style-type: none">• The appointment of Cllr Claire Holland (LB Lambeth) as the Chair of the Transport & Environment Committee.
Recommendations	Leaders' Committee are asked to note the decision taken under the urgency procedure.

London Councils' Urgency Report

1.0 Introduction

The Urgency procedure was used to seek the Elected Officers' approval to appoint Cllr Claire Holland (LB Lambeth) as the Chair of the Transport & Environment Committee.

At the London Councils' Transport and Environment Committee (TEC) on 11 June 2020, Cllr Julian Bell resigned his position as the Chair of TEC and as a member on London Councils Leaders' Committee Executive. Cllr Claire Holland was elected as the new Chair of TEC and had been proposed by the Labour Group to take up the vacancy created by Cllr Bell's resignation on Leaders' Committee Executive.

2.0 Summary

Reason for Urgency

There was a meeting of Leaders' Committee Executive on 16 June 2020 and in order for Cllr Claire Holland to be able to attend that as a full member, the decision was required to be ratified by correspondence.

London Councils' Elected Officers were asked to agree the London Councils' Urgency relating to Cllr Holland by 15th June 2020. The Urgency was approved.

2.1 Recommendation

Leaders' Committee is asked to note the decision taken under the urgency procedure.

Financial Implications for London Councils

This is a remunerated position and payments will be met by existing budgets.

Legal Implications for London Councils

There are no legal implications for London Councils

Equalities Implications for London Councils

There are no equalities implications for London Councils