

Leaders' Committee

London Councils' Shared Ambitions Milestones

Item no: 4

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Summary: This report outlines a proposal for London Councils' Shared Ambitions Milestones for the next 18 months. The Shared Ambitions were developed by elected officers and CMT around four core areas of political leadership, London Councils as a trusted partner, focus pan-London efforts where they will add value and championing innovation and leading practice. These core areas are broken down into six objectives: London's Future, Climate Adaptation and Net Zero, Prevention and the local authority role in Wellbeing, Value Proposition to Boroughs, London's Voice and Organisational Development and Design. Leaders and staff worked together to draft and finalise a list of Shared Ambitions Milestones to transform these objectives into a deliverable action plan and the results are presented in this report.

Recommendations: Members are asked to:

- Note and approve the suggested shared ambitions milestones.

London Councils' Shared Ambitions Milestones

1. Introduction

- 1.1 This report outlines a proposal for London Councils' Shared Ambitions Milestones for the next eighteen months (until the end of 2023). In October 2022, the elected officers and the management team met and developed the four core areas of the 'Shared Ambitions' summarised in the picture below.

Shared ambition for London Councils



- 1.2 Taking the initial feedback from leaders, the iterative process of turning it into a business plan by June 2022 began by breaking the core areas into six objectives (see below). Three of the six are outcomes focused: London's Recovery, Climate and Net Zero, and Prevention and the Local Authority Role in Wellbeing. The other three are more value-focused: Our Value Proposition to Boroughs, London's Voice, and Organisational Development. The priorities were updated to reflect the feedback from the Executive Committee that took place in June 2022.



- 1.3 This builds on the co-operative work leaders and staff were involved in during the coronavirus pandemic. The health and economic crisis in 2020 and 2021 motivated our leaders to work even closer together irrespective of party affiliation to promote Londoners' shared interests on a variety of topical issues including the extension of the furlough scheme and London's vaccination campaign.
- 1.4 Collaboration across London also drove London's ambitious recovery programme, overseen by London's Recovery Board which is co-chaired by our Chair and the Mayor of London. Those missions have goals out to 2030 and we remain committed to them. Delivering the shared ambition milestones on London's future, climate change and voice will contribute to those missions.
- 1.5 Workshops were held in February to help build on this collaboration and gather input from across London Councils, on how we can practically deliver the Shared Ambitions, what we are already doing and where the gaps are. Teams had to develop high level thematic plans setting out their priorities for the six themes of the Shared Ambition over the course of the next eighteen months, as well as more detailed goals, shaped around these plans. Based on that and a discussion with leaders, the below Shared Ambitions Milestones were drafted.
- 1.6 Agreeing and finalising the key milestones will help us achieve the ambitious vision both leaders and staff have for London Councils as an organisation. Having clear milestones can help us work strategically and influentially on the issues that matter most to us and concentrate staff time and effort on priority areas. It puts us in a position to be better able to lobby for the support and funding needed to get the best deal for Londoners and build partnerships with other organisations with similar values and ambitions.

2. Specific Shared Ambitions Milestones¹

2.1 London's Future: a relentless focus on levelling up.

- Levelling up and tackling deprivation
- Jobs, skills and support for young people

¹ All Milestones are summarised on a timeline in the attached PDF file.

- Supporting Londoners through the cost-of-living crisis
- Building collaboration between London partners
- Shaping our city for the future
- Developing London's role as a global city

Milestones:

- **Building collaboration:** working with the boroughs (London and nationally), the GLA and central government to embed and build on the ways of working which drove London's pandemic response and recovery. *Milestones: Submit co-designed UKSPF investment plan and put in place suitable governance July 2022; start delivery October 2022.*
- **Pilot to evaluate approaches to Local Welfare Assistance in seven boroughs September 2022** – development of a pan-London approach to local welfare through the production of a robust evaluation framework that will provide a clear evidence base for government on the need for secure long-term funding as well as the basis for further pan-London agreement on the most effective approaches to local welfare. *(Levelling up and tackling deprivation – Shaping our city for the future – Jobs, skills and support for young people – Building collaboration between London partners – Supporting Londoners through the cost-of-living crisis)*
- **Supporting the flow of UASC through the National Transfer Scheme and seeking to avoid particular boroughs being placed under further disproportionate pressures.** A survey of UASC experience in London will be completed to make further recommendations by Jan 2023. *(Developing London's role as a global city)*
- **Lead on the London position on refugee resettlement from September 2022** - apply Learning from Afghan resettlement, support for Ukrainian arrivals, asylum seekers and unaccompanied asylum-seeking children in London to develop thought leadership. *(Developing London's role as a global city)*
- **Reform of asylum dispersal (July 2022)** - A regional asylum dispersal model that implements the principles of London's fair shares proposal and a plan to ensure dispersed accommodation increased equitably across London and the nation. *(Developing London's role as a global city – Shaping our city for the future – Building collaboration between London partners)*
- **Develop London's infrastructure proposition via an infrastructure plan agreed Autumn 2022 and Opportunity London** – the plan will identify pipeline of infrastructure and net zero projects (linked to UK CCIC in Climate Adaptation and Net Zero) and Opportunity London is a co-ordinated campaign to attract investment in infrastructure and housing to London and across all London boroughs (UKREIFF May 2023). *(Shaping our city for the future – Developing London's role as a global city)*

- **Working with GLA, boroughs, SRPs and businesses to deliver the Economic Recovery Framework** - including undertaking research and engagement to establish an action plan on developing green skills - November 2022 (*Shaping our city for the future - Jobs, skills and support for young people – Building collaboration between London partners – Supporting Londoners through the cost-of-living crisis*)
- **Development of a pan-London plan to drive forward agreed proposals set out in the SEND Green Paper Autumn 2022** – co-ordinating across education, health, children’s services and finance, engaging with DfE and DHSC and embedding local partnership working, with the London Innovation and Improvement Alliance (LIIA) to strengthen the support system for children and young people with SEND across London to reduce inequality in outcomes. (*Levelling up and tackling deprivation – Jobs, skills, support for young people*)

2.2 **Climate Adaptation and Net Zero: delivering the seven climate programmes to address the climate issues facing boroughs.**

- Delivering the seven climate change programmes
- Financing climate change action
- Supporting people into new green jobs
- Delivering a New Green Deal for London
- London Councils’ journey to net zero

Milestones:

- **Delivery Plan of all climate change programme actions plans agreed March 2023** – boroughs continue to be seen as lead organisations to effectively addressing climate change. London Councils and the Mayor of London have come together through the Green New Deal to ensure London is united in its approach to a green economy. (*Delivering the seven climate change programmes*)
- **UK CCIC business case developed October 2022** – London Councils has influenced and has access to the outline business case, council capacity and capability analysis, net zero demonstrator programme and knowledge sharing as developed by the UK CCIC. This enables boroughs to access private finance for net zero projects. (*Financing climate change action – Supporting people into new green jobs – Delivering a New Green Deal for London*)
- **Climate change and sustainability are included when negotiating future Transport and Mobility Contracts Q2 2022 (LLCS and HEB) – Q1 2023 for Taxicard, Q2 2023 for Freedom Pass, London Tribunals TBC.** (*London Councils’ journey to net zero*)

2.3 **Wellbeing and the London borough role in Prevention: establishing and developing Integrated Care Systems across London.**

- Supporting boroughs in improving health & wellbeing
- Addressing health inequalities
- Improving housing conditions
- Improving mobility and transport
- Addressing violence against women and girls
- Developing Integrated Care Systems

Milestones:

- **Drive up representation of London boroughs in the five new ICSs established across London July 2022 (and ongoing to April 2023)** – embed a strong partnership working ethos through the establishment of a senior borough ‘Strategy Group’ and an officer ‘Operational Group’. Ensure prevention of violence against women and girls, improving outcomes for Londoners with by SEND/learning disabilities, and those with mental health and welfare challenges are given strategic emphasis as population health needs. *(Developing Integrated Care Systems – Addressing violence against women and girls – Supporting boroughs in improving health and wellbeing – Addressing health inequalities)*
- **Improvement in housing standards and conditions across London (all tenures), including the inspection of 60% of all bed and breakfast and studio properties used for Temporary Accommodation in London under the Setting the Standard system by 2023** – supporting boroughs to reduce the number of non-decent homes by supporting borough operation of the Setting the Standard work plan, supporting Housing Director collaboration and the LHDG sector-led self-improvement programme (to launch in September 2022), and ensuring that the ongoing development of the Social Housing Bill and the Renters Reform Bill continue to be informed by borough input and are shaped in the best interest of London’s boroughs. *(Improving housing conditions)*
- **Review of Climate Programme actions with public health outcomes and development of effective intervention June 2022** – subsequent work programme established, including joint LEDNet-ADPH work programme to be established by September 2022 to identify and map overlap between wellbeing, prevention and environment policy and to drive forward work in this area. *(Supporting boroughs in improving health and wellbeing – Improving mobility and transport – Addressing health inequalities)*

2.4 London’s Voice: developing a shared London narrative to maximise the city’s opportunities for all Londoners.

- Lobbying for London
- A shared London narrative
- A fair share of funding for Londoners
- A vision for greater financial autonomy

- Greater devolution and levelling up
- London Councils is a trusted partner

Milestones:

- **Making the case to government on the Levelling Up and Regeneration Bill June 2022 and beyond** – first reading of the bill took place on 11 May 2022, with the second reading due to take place on 8 June 2022. London Councils will continue to make the case for London local government, including the development of a clear offer as to what further devolution to London would look like. (*Greater devolution and levelling up – Lobbying for London – A shared London narrative*)
- **Fair funding campaigning - Summer/Autumn 2022.** To influence local government funding reforms and 2023-24 finance settlement, with particular regard to the pressures facing outer London. Including responding to any consultation on core funding distribution (likely summer 2022) and a lobbying campaign to influence the 2023/24 LGF settlement (summer/autumn). (*A fair share of funding for Londoners*)
- **Budget submission - September 2022** – to set out the investment case for London local government services, including driving growth and addressing London's specific funding pressures. To include measures to combat rising inflation and ongoing/legacy impact of the pandemic on services, SEND/High needs, ASC funding reform and, in particular, the disproportionate pressures London boroughs face within homelessness and the asylum system. (*A shared London narrative – Lobbying for London – A fair share of funding for Londoners*)
- **Agree priority taxes/financial freedoms – Autumn 2022** – Executive and Leaders' Committee to consider options regarding tax devolution and freedoms, flexibilities on which LC will focus campaigning over the next few years, that may include a broader coalition with other cities. This will also consider reconstituting the London business rates pool. (*A vision for greater financial autonomy - A shared London narrative – Greater devolution and levelling up*)
- **Devolution proposals developed Autumn 2022** – a platform for an ambitious devolution deal to be agreed between central and London government (boroughs and the Mayor) that enhances London government's ability to deliver improved, targeted employment and skills services that address inequalities and provides better services for Londoners and employers. (*Greater devolution and levelling up – London Councils is a trusted partner - A vision for greater financial autonomy*)

2.5 Value Proposition for Boroughs: ensuring our services and everything we do adds value to the work of boroughs.

- Led by the boroughs
- Our services, advocacy, and lobbying
- Supporting professional networks

- Promoting innovation and leading practice
- Supporting boroughs to be more resilient

Milestones:

- **Freedom Pass appointment and settlement report delivered to TEC December 2022** – agreement reached with TfL, ensuring boroughs are “no better or worse off” as a result of the scheme - settlement to reflect the usage/ridership and reflected in the amounts boroughs pay. (*Our services, advocacy and lobbying*)
- **Development of a senior workforce strategy that supports the London borough leadership of the future 2022-2023** – deliver a programme of workshops for new Leaders to support senior recruitment (Autumn 2022), establish a new senior leadership programme for future Chief Executives in London (Spring 2023), Deliver Cohort 6 of the LLP (March 2023) and procurement of cohorts 7 and 8 (December 2022). (*Led by the boroughs – Supporting professional networks – Promoting innovation and leading practice*)
- **Delivery of a new performance benchmarking solution for boroughs March 2023** – provides boroughs with the access to tools and information to drive improvement and enables the SIB to share learning from good and poor performance through comparative performance analysis. (*Promoting innovation and leading practice – Our services, advocacy, and lobbying – Supporting boroughs to be more resilient*)

2.6 Organisational Development: enabling the organisation and its people to do their best work on behalf of London and Londoners.

- Powers
 - People and diversity
 - Premises
 - Practices
 - Budget strategy
- **Initial options for governance structures and powers proposed to Elected Officers Summer 2022** – London Councils ensures it has the relevant governance structures and powers in place to support the boroughs to deliver their collective ambitions for London.
 - **Delivery of three pilot projects using outcomes-based methodology July 2022** – pilot an approach that enables collaborative working (working in a digitally enabled way; sharing and using data insight to shape policy positions; sharing and learning from good practice). (*Practices – People and diversity*)
 - **Development of budget strategy for London Councils to make best use of resources, including Premises Strategy (September 2022) and Medium-Term Financial Strategy (November 2022)** – ensure the organisation delivers its shared ambitions in an affordable and sustainable manner through the delivery of a clear

roadmap that ensures LC future workspaces are affordable and reflect its values and a medium-term plan as part of the annual budget setting cycle. (*Premises – Budget strategy*)

- **Embed race equality across the organisation by delivering the Corporate Race Equality Strategy 2022-25** – includes a range of measures, as outlined within the Strategy, which will be monitored by CMT and the Race Equality Working Group. (*People and diversity*)

3.0 Recommendations

Members are asked to approve the proposed Shared Ambitions Milestones for London Councils so that staff can strategically focus on the above-mentioned priorities for the next 18 months. Members are also asked to consider the below economic, policy and resource implications when deciding.

Economic landscape

Leaders and staff should allow some flexibility around the proposed Shared Ambitions Milestones which might need to be adapted in the next 18 months to respond to -potential changes in London's economy. For instance, the rising cost of living is likely to become a greater priority for London Councils and we have begun some initial work on a cost of living scorecard. The Consumer Prices Index (CPI) rose by 9.0% in the 12 months to April 2022, reaching a 30-year high. Price growth in London is likely higher than the rest of the UK, with the National Institute of Economic and Social Research (NIESR) estimating an underlying inflation gap of 1 percentage point.

Policy implications

The Milestones should also be viewed within the wider policy context and key political events that will occur in the next 18 months. These include, but are not limited to:

- Sep – Oct 2022/23 – Party Conferences
- Oct 2022/Oct 2023 – Autumn Budget
- Nov 2022/Nov 2023 – UNFCCC COP 27/28
- March/April 2023 – Levelling up and Regeneration Bill, Schools Bill, and Social Housing Regulation Bill
- Mar 2023 – Spring Statement
- May 2023 – Local Elections (England outside London)
- May 2023 – Queen's Speech

Resource implications

London Councils is already working internally to deliver the Shared Ambitions via the teams' restructuring to help staff work closer together, as well as through a number of task and finish groups on race equality, devolution, refugee resettlement and asylum seeker dispersal, championing innovation, organisational design and others. Executive has established a Shared Ambitions Impact Fund which will ensure that we are making the best use of our resources to support our leaders' ambitions. The London Councils team will also work with boroughs and other partners to see if the joint approach taken for the Climate Change programme could be replicated on some of the other Shared Ambitions priorities to provide leadership, capacity and expertise as suggested by Executive.

4.0 Conclusion

The aim is for the Shared Ambitions Milestones to be the key strategic framework which London Councils will use to achieve the ambitious plans our Leaders have set for the next 18 months. They will direct the staff's resources and time towards the organisation's key priorities and help teams make decisions when choosing their key areas of focus on lobbying and partnership building. They will also help us choose strategically key organisations we want to work closer with in order to achieve this ambitious agenda. However, these milestones need to remain flexible, and staff need to work closely with Leaders to ensure that our priorities remain up-to-date and current in light of possible economic and policy changes that might impact London's landscape in future.