



**LONDON COUNCILS**

**ANNUAL REVIEW**

**2017**

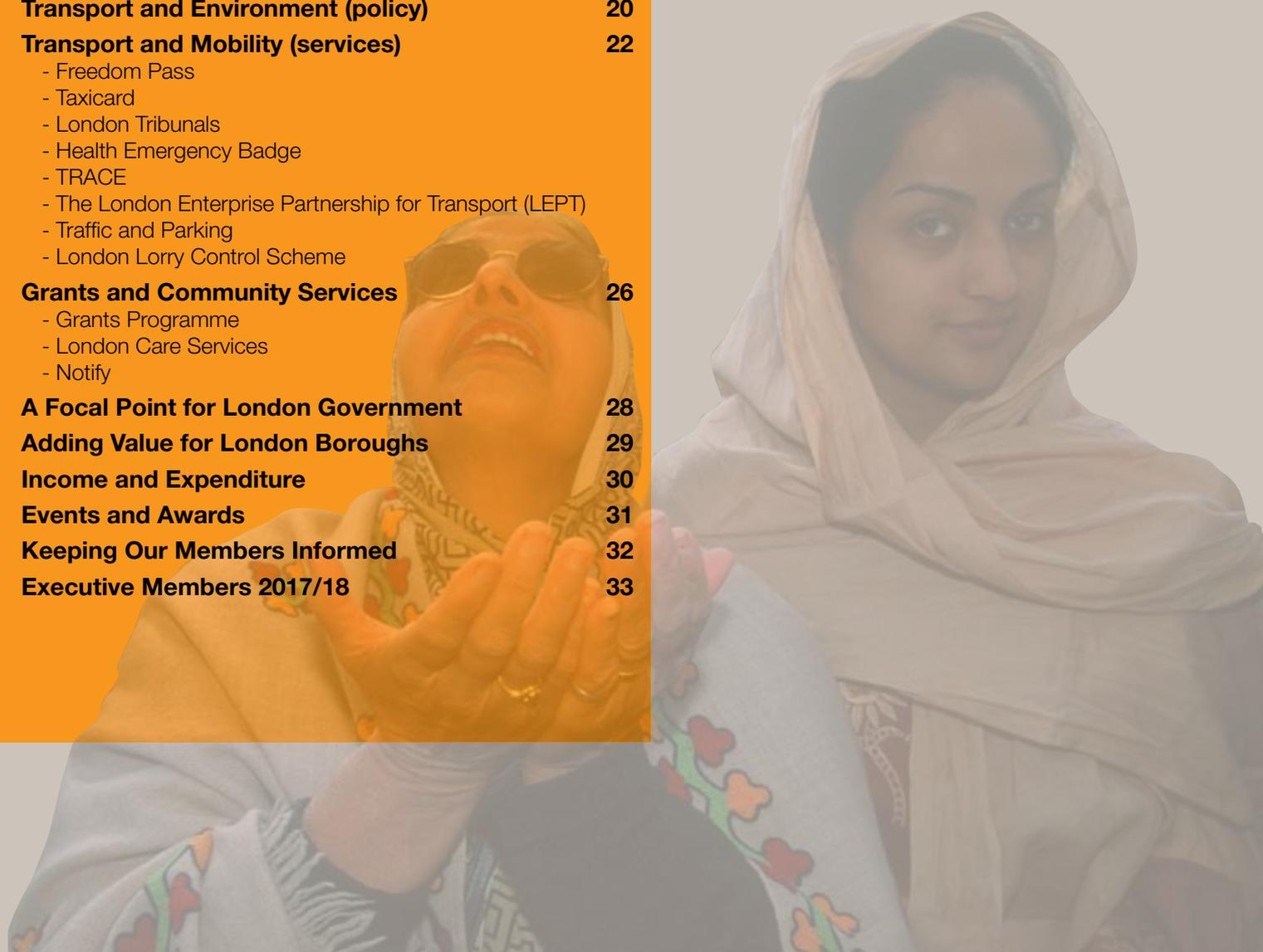
**/18**



**LONDON  
COUNCILS**

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# ABOUT

## LONDON COUNCILS

London Councils represents London's 32 boroughs and the City of London.

It is a cross-party organisation that works on behalf of all of its member authorities regardless of political persuasion.

London Councils makes the case to government, the Mayor and others to get the best deal for Londoners and to ensure that our member authorities have the resources, freedoms and powers to do the best possible job for their residents and local businesses.

London Councils runs a number of direct services for member authorities, including the Freedom Pass, Taxicard and Health Emergency Badge. It also supports an independent parking and environmental appeals service and a pan-London grants programme for voluntary organisations.

London Councils acts as a catalyst for effective sharing – including ideas, good practice, people, and resources, as well as policies and new approaches - among boroughs and groups of boroughs.

The strategic direction of London Councils is set by its Leaders' Committee, which comprises the Leaders and directly elected Mayors of all of London's local authorities. There is also a cross-party Executive, which guides the organisation's day-to-day work.



# DEVOLUTION AND

# PUBLIC SERVICE REFORM

During a sustained period of restricted public finances, London Councils has consistently made the case to government and others that devolution of resources and responsibilities to the local level can achieve the best outcomes for residents and reduce cost inefficiencies associated with one-size-fits-all government.

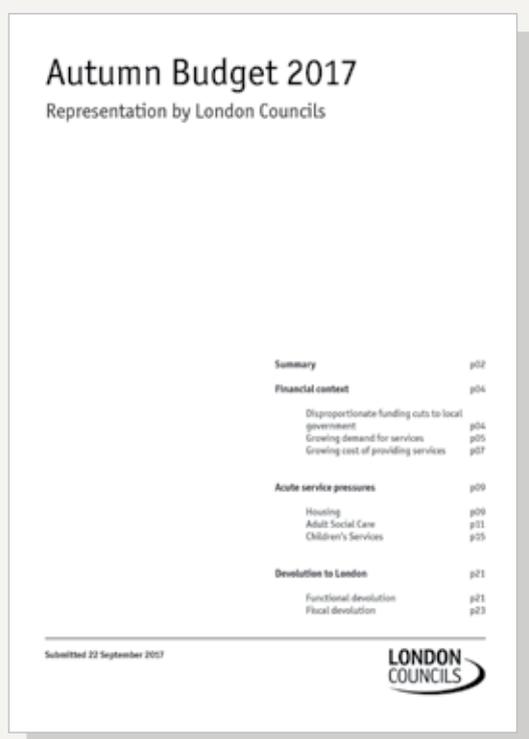
London Councils has worked closely with both the Mayor of London and with leaders across other English cities to build a consensus of trust in robust and sustainable devolution arrangements across a range of key areas. In March 2017, The Chancellor of the Exchequer, the Minister for London, the Mayor of London and the Chair of London Councils signed a joint Memorandum of Understanding (MoU) that set out plans for further devolution to London across the following areas:

- **Business rates:** The government committed to explore options for supporting the voluntary pooling of business rates with London government, subject to appropriate governance structures being agreed. In October 2017, the Mayor and the boroughs agreed to pursue an expanded London-wide business rates retention pilot pool from April 2018.

- **Health:** To support London's future plans for a more place-based, integrated health and social care system, the devolution MoU set out an ambition to agree a second, separate, health devolution-specific MoU. The Health and Care Devolution MoU was agreed in November 2017. It reaffirmed a shared commitment to accelerate improvement to the health and care of all Londoners through greater integration, devolution, or delegation of powers and granting of new freedoms to London, in order to better shape provision to local needs and reform the way we do things so that all our residents have the best chance to live longer, healthier lives.
  - **Skills:** In addition to devolving the Adult Education Budget (AEB) to London from 2019/20, the government committed to work with the GLA and London Councils to explore options for greater local control over careers services and better alignment of skills provision. London Councils secured tangible influence for London boroughs over the local delivery of the AEB and ensured that the role of boroughs and sub-regional partnerships (SRPs) are fully recognised in the Mayor's Skills for Londoners strategy.
  - **Employment:** The government reiterated plans for the national Work and Health Programme (WHP) to be devolved to London, while committing to a strategic dialogue with London government on employment support. As of March 2018, London's four SRPs received devolved funding to deliver the WHP locally, enabling borough groupings in each sub-region to tailor their programmes to fit with local needs and opportunities. The devolved WHPs will provide employment support for jobseekers with health conditions, disabilities, and the long-term unemployed.
  - **Infrastructure:** The MoU included a commitment to establish a joint taskforce bringing together the GLA, Transport for London, London Councils, and government to explore options for piloting a Development Rights Auction Model (DRAM) on a major infrastructure project in London. The taskforce concluded that, while DRAM may have value elsewhere in the UK, it was unlikely to provide a viable model in the particular circumstances of London's property and development market.
  - **Transport:** As part of the MoU, the Mayor committed to publish a new statutory Transport Strategy during 2017, setting out plans to transform conditions for walking, cycling, public transport and ensuring London government possesses the powers it needs to tackle congestion. In October 2017, London Councils responded to the Mayor's draft Transport Strategy setting out a series of issues we wanted to see reflected in his final Strategy.
  - **Criminal Justice:** In March 2018, London Councils, the Ministry of Justice and the Mayor of London jointly agreed a Memorandum of Understanding on working towards criminal justice devolution in the capital that sets out a programme of work for how national, regional and local government will collaborate to reduce reoffending, improve services for victims, witnesses and vulnerable offender cohorts, and create better outcomes for London.
- Our work in each of these policy areas in 2017/18 is explored further in individual chapters that follow.

# RESOURCES

Ensuring that our member authorities have appropriate resources to deliver the services their residents need, while continuing to support the capital as a national asset, is central to London Councils' work.



Our Finance and Performance team works with finance directors, chief executives and others across the capital to provide credible and widely regarded analysis that underpins the case for adequate resourcing of London government and supports sector-led improvement across London local government. In 2017/18, we:

- Negotiated with the Mayor and with government for London to pilot the 100 per cent retention of business rates in the capital via a pan-London business rates pool in 2018/19. We estimate this will secure an additional £350 million for London government in 2018/19.
- Responded to the government's consultation on relative need and continued to lobby for fair funding distribution for London boroughs as part of the government's Fair Funding Review that will set new funding baselines from 2020 onwards.
- Undertook detailed analysis with directors of children's services and finance to establish the scale of the funding gap within children's social care and similar significant emerging pressures for children with Special Educational Needs. The funding crisis in children's services is now regarded as the most important issue facing the sector and we will continue to lobby and make the case for London ahead of the 2019 Spending Review.

## Councils hit back in row over emergency business rates relief



Businesses in England were told in the March budget that they would be given a share of £300 million of emergency relief to ease the burden of increased rates.  
GETTY IMAGES

Local authorities have hit back in a row over why hundreds of millions of pounds worth of emergency assistance promised to small companies hit by rises in business rates have failed to materialise.

A group of London councils has said the blame for the failure lies with the

- Led the lobby to protect all schools from reductions of up to £245 million as a result of the new schools funding formula. The government subsequently found additional funding which protected London boroughs from significant funding reductions in the final allocations in September 2017.
- Continued to raise awareness about the unfunded burdens of those with No Recourse to Public Funds (NRPF) and the emerging funding gap resulting from local authorities' new duties to support Unaccompanied Asylum Seeking Children (UASC) up to the age of 25 – both of which cost around £50 million within London each year and which disproportionately affect London boroughs.
- Led London Councils' strategic representation to government ahead of the Autumn Budget, and lobbied in response to the local government finance settlement. Coordinated lobbying across the sector led to an additional £150 million of funding being allocated to Adult Social Care at the final settlement by government (£23 million of which went to London Boroughs).

- Undertook modelling and analysis to support the London Regional Employers' office and GLPC in undertaking its review of the London pay spines, which resulted in an agreement to move to revised pay spines over the next two years.
- Supported borough finance teams and continued to produce a range of analysis and tools for boroughs to use as part of their financial planning.
- Delivered, with the improvement team, important benchmarking and analysis to our members and an HR metrics service for HR Directors which was again nominated for an award by the Public Services People Managers Association (PPMA). The team continued to support the London Self Improvement Board and delivered successful peer support programmes for chief executives and finance directors across London.

London - City Hall politics ✦ Add to myFT

### London seeks £240m boost from higher business rates

Mayor and councils want greater control over taxes raised in the capital



Sadiq Khan: This is an important step in securing more control over the use of the capital's tax revenues to London government & Co.

Andy Bounds in London  
OCTOBER 15, 2017

London could receive a public spending boost of £240m next year after the capital's mayor Sadiq Khan and its councils agreed a plan to retain more of the money the city collects in business rates.

# HEALTH AND ADULT CARE

London boroughs' longstanding responsibilities for providing social care to adults and children in their area present increasing financial pressures, with social care spending accounting for 43 per cent of all managed expenditure in 2017/18.

In this context, London Councils has worked with member authorities and partners to make the case for a more sustainable funding model for future social care alongside a more devolved and effective system. In 2017/18 we:

- Successfully worked with partners and lobbied to get government to sign the Health and Social Care Devolution Memorandum of Understanding (MoU) and securing more than £100 million in Transformation Funding for London in 2018/19. Crucially, the MoU gives London government greater control over how funding is spent on health and care across the capital; alongside new decision making freedom in respect of estates and capital, and permission to explore opportunities to go further and faster on the integration of health and care.
- Worked with other regional teams in support of local areas to ensure that all Better Care Fund (BCF) plans were signed off.
- Supported local areas to be engaged in emerging developments related to Delayed Transfers of Care. London remains the top performing region on reducing delays in transfer of care (DTocS).



# TESTING FOR HIV

IS AN EVERYDAY PART OF  
LIVING IN LONDON

OVER 500,000 PEOPLE  
TEST FOR HIV EVERY YEAR

- Worked with the mental wellbeing initiative Thrive LDN to bring more clarity and focus to the initiative, especially in how Thrive LDN engages and works with the boroughs. As the project enters its second year and prepares to re-launch its “Are we OK London?” campaign, London Councils will continue to support Thrive in the boroughs, particularly in the development of new local Thrive Hubs.
- Helped to shape the development of the Mayor’s Health Inequality Strategy, ensuring that the borough perspective was represented in the drafting.
- Acted as host and fulcrum for significant campaigns to improve the health and wellbeing of Londoners:
  - The London HIV Prevention Programme (LHPP) ‘Do It London’ HIV awareness campaign has played a significant role in changing behaviour to encourage safer sex and to encourage HIV testing. In 2016, data shows that London, for the first time ever, saw a decline in new HIV diagnoses. Between 2015 and 2016 there was a 30 per cent fall from 1,804 in 2015 to 1,266 in 2016. This was apparent in five London clinics where the number of MSM testing HIV-positive fell by 35 per cent. The LHPP evaluation results demonstrate that the success of the campaign is closely linked with low diagnoses rates. In March 2018 the LHPP ‘Do it London’ campaign won the LGC Award for ‘Campaign of the Year.’
  - In January 2018, London Councils, on behalf of London boroughs, joined a global network of cities to tackle the HIV epidemic called the Fast Track Cities initiative (FTC).

This unique collaboration involved other signatory organisations, including the GLA, Public Health England and NHS England. A key ambition for the project is to work towards ending the HIV epidemic by 2030. London is already making good progress and exceeding the FTC declaration targets. In 2016 in London 90 per cent of people were diagnosed with HIV; 97 per cent of them were receiving anti-retroviral treatment and of these, 97 per cent were virally suppressed. London is seeking to achieve – zero new transmissions; zero new infections and zero stigma and discrimination by 2030.

- London Councils acted as the focal point for a joint trading standards and public health campaign to ‘Stamp out Illegal Tobacco’. More than 21,000 illegal tobacco products were seized in a series of raids carried out by local trading standards teams from homes, shops and market stalls across London, including Merton, Hackney, Barking and Dagenham, Haringey and Royal Greenwich, while engagement questionnaires were used during public conversations to gather intelligence for possible future action by local enforcement teams. Following the success of the campaign, plans are in place to run it again in July 2018, with almost all London boroughs participating in some way.

# ECONOMIC

## DEVELOPMENT

### apprenticeship awards 2017

As a global city, London is home to many international businesses that play a significant role in the national economy, but the lifeblood of the capital lies also in its myriad SME businesses that provide employment and support London's local economies and high streets.

London Councils has been making the case to government that further devolution of powers and resources to local and sub-regional groups of boroughs is key to unlocking the full potential of London in support of national economic growth that benefits all Londoners, including the most vulnerable. In 2017/18 we:

- Supported London's Sub-Regional Partnerships (SRPs) to run a successful procurement for the Work and Health Programme (WHP) in London, and continued to negotiate with DWP on the terms of devolution for the WHP. Four Work and Health Programmes are now operational in London.
- Secured an agreed approach and budget for a pan-London evaluation of the Work and Health Programme between the SRPs. This will be important in identifying any added value from devolution.
- Influenced the development of the Mayor's Skills for Londoners strategy that will help shape the focus for devolved Adult Education Budget (AEB) in London, ensuring that the role of boroughs and sub-regional partnerships is fully recognised in the strategy.

- Secured tangible influence for London boroughs by ensuring that five boroughs Leaders will be represented on the Board that will advise the Mayor on the devolution of the AEB.
- Completed a pan-London project that defined the distinctiveness and future focus of Adult Community Learning (ACL) in London and proposed an approach to commissioning ACL to the GLA once this funding is devolved.
- Submitted joint proposals with the Mayor on the government's proposals for a UK Shared Prosperity Fund that will replace European Structural and Investment Funds, making the case for devolved funding, a fair allocation for the capital and a reduction in bureaucracy.
- Held a successful London Borough Apprenticeship Awards on 22 September to celebrate the work of apprentices in London boroughs.
- Agreed a Memorandum of Understanding with Arts Council England (ACE) setting out how London Councils and ACE will work together to promote and support culture in the capital.
- Supported the work of the London Culture Forum, along with boroughs, the GLA and ACE, holding a series of well-attended events and action learning sets throughout the year.



# CAPITAL

# AMBITION

Capital Ambition provides the space for local public services to innovate and improve the efficiency and effectiveness of services across the capital.

Originally established as the regional improvement and efficiency partnership for London, Capital Ambition invested around £34 million on projects between 2008 and 2013. While the level of remaining funds for investment has decreased, the Board's ambition still remains to support London's local public services. This ambition is now delivered through the London Ventures innovation programme, in partnership with EY.

Key outcomes from the London Ventures programme in 2017/18 include:

- The development of a 'targeted ventures' work stream focused on addressing the key challenges of homelessness and temporary accommodation has delivered four projects to date (including, PLACE, see case study).
- Winning the Solutions Partner of the Year award from the Public Finance Innovation Awards 2018 for the partnership with Xantura and their work on predictive analytics (see case study).

xantura

We provide the insight

You know when help is needed

Xantura's unique analytics help you target early support to the most vulnerable families and children\*

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- The on-going partnership with 13 venture partners offering products and services ranging from back office finance solutions to social care.
- Starting the next targeted ventures work stream to develop innovative concepts in the area of children and families.

In addition to the London Ventures programme, Capital Ambition has also helped boroughs to test new ways to manage demand through the use of behavioural sciences in partnership with the Behavioural Insights Team. Specific areas of work include improving decision making in children's social care; improving communications around prevention and early help and improving immunisation rates of MMR. The Capital Ambition Board has also supported an ongoing programme of work to develop London's health and social care devolution activity (see page 8 for further details).

# LONDON VENTURES

## CASE STUDIES:

### Safeguarding

**Xantura's** Children's Predictive Safeguarding Model brings together data from various agencies to identify children who are most at risk of neglect or abuse, but who were not previously known to the local authority, to help social workers intervene early.

The model brings together data from multiple agencies and applies risk scores to predict, for children under two years-old, the likelihood of them being neglected or abused by the age of five. The model includes an information sharing platform, a secure alert system that sends escalated risk scores to social work teams, and tools to support the engagement of families as risks begin to escalate.

The effectiveness of the model is enhanced by timely data from the vulnerable families and data from others with whom they are in contact, using mobile phone and web technology. The entire system is used to support the professional judgement of social workers – not to override it.

In the longer term this model should strengthen safeguarding across London's local authorities, help more families have greater independence from intervention, and improve families' quality of life while cutting costs.

At the Public Finance Innovation Awards 2018, London Ventures' partnership with Xantura was recognised through winning the Solutions Partner of the Year award. The judges stated that:

"London Ventures impressed us through the breadth of partnership working and the size of the estimated cost savings and efficiency benefits. It's a good replicable project working with data to develop the service."



LONDON  
VENTURES

### Temporary Accommodation

London Ventures has supported the London Housing Directors and London Councils to develop a pan-London modular housing scheme (known as **PLACE**) for use on meanwhile sites to address London's temporary accommodation challenge.

The use of meanwhile sites will mean that land that is currently vacant but earmarked for future development can be used in the interim period as high quality temporary accommodation to meet a very challenging issue for London.

The housing units will be designed such that they can be moved to different sites based upon the needs of the local authorities and availability of meanwhile sites. Led by the London Borough of Tower Hamlets, the project has secured grant funding from the GLA Innovation Fund of £11 million to procure 200 modular units.

In June 2017, 71 people lost their lives in a fire at Grenfell Tower that is the subject of a major public inquiry, as well as a national review of building standards and regulations.

Following the tragic events at Grenfell Tower, boroughs rallied to support the immediate rehousing efforts at Kensington and Chelsea and have been working tirelessly to radically reassess fire safety in their own stock and within their own areas. On behalf of our member authorities, London Councils has provided support to an officer group to share best practice and emerging information on fire safety in both council and private stock. We have commissioned additional support to respond in detail to the review of building regulations, pushing strongly towards a safer and more regulated framework to better protect all residents.

London continues to face multiple unique and significant challenges in relation to housing, homelessness, affordability and planning that impact on the daily lives of Londoners and on the future prosperity of the capital. Our work in 2017/18 included:

- Spearheading lobbying for additional funding towards the Homelessness Reduction Act (implemented in April 2018). Although the new burdens funding is still insufficient, government did allocate an additional £11 million nationally for delivery, and has allocated £39 million for pan-London joint working on homelessness. We are currently working through feasibility options on the joint working arrangements with a working group of 22 boroughs.
- Supporting councils in respect of the two new duties introduced by the Act. London Councils has supported boroughs in drafting a protocol to ensure the best outcomes for applicants at this prevention stage where they apply outside of their home borough. We will also be working to evaluate the Act, and in particular homelessness funding.



# HOUSING AND

# PLANNING

- Working with a group of 16 boroughs, led by Tower Hamlets and supported by London Ventures, to create a modular housing units for temporary accommodation (see London Ventures case study, p12)
- Responding robustly to the new draft London Plan 2018 and the National Planning Policy Framework, advocating the need for infrastructure alongside development, and for a better methodology on small site targets.
- Continuing to host the London Housing Directors' Group, and the fire safety sub group sitting below. The group also now runs a working group with the G15 (the group representing London's largest housing associations) focused on bringing forward new supply to meet London's housing needs.
- Working with London First on a series of roundtables between boroughs and developers looking at how Build to Rent options could work for local councils.
- Continuing to make the case for increased financial freedoms and flexibilities for councils to deliver more housing, including affordable housing. The Ministry of Housing, Communities and Local Government subsequently announced a consultation on flexibilities on Right to Buy receipts.

# CHILDREN'S SERVICES

# AND SCHOOLS



London boroughs have been at the forefront of a transformation of the capital's schools - from a point in time when they had a poor national reputation, to the position today when London has the highest percentage of good or outstanding Ofsted rated schools in the country. Supporting and maintaining that improvement trajectory is a fundamental priority for London boroughs and for the future prosperity of the capital and the national economy.

Our Children and Young People team works closely with groups such as the Association of Directors of Children's Services (ALDCS) in relation to a broad range of children's sector stakeholders. In 2017/18 they:

- Led a wide-ranging, high profile press and parliamentary campaign to lobby government to protect funding for London's schools ahead of the introduction of the new National Funding Formula. This campaign was successful in helping to secure an extra £1.3 billion per year for two years for schools, including an increase of at least 0.5 per cent a year per pupil cash increase for all schools - and schools classed as underfunded will receive a per pupil cash increase of up to 3 per cent per year.

## London heads warn of 'slashing' staff as 70 per cent report their budgets have already been cut

TES Reporter  
20th June 2017 at 15:31

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- Undertook detailed financial and policy analysis to identify significant funding shortfalls in children's services, particularly in children's social care and services for Special Educational Needs and Disabilities (SEND), which amounted to approximately £200 million for 2016/17. London Councils has been lobbying government on the rising cost of SEND provision, including meeting with the Secretary of State, as well as supporting the boroughs with their own campaigning efforts. We have been developing an understanding of what is driving up costs across the sector, working with the boroughs and parent groups, and sharing good practice to help the boroughs to find solutions to reducing costs without impacting on quality of provision.
- Published research that analysed the views of 400 school heads to understand the impact of funding reductions, teacher recruitment and retention challenges and how they view the role of local authorities in education going forward. The final report, *Talking Heads*, received considerable media interest and helped provide significant weight to our school funding campaign.
- Developed key positions on early years, including the need for more funding to: support the extension of the 3 and 4 year-old entitlement to 30 hours and existing 2 year-old offer; the negative impact of the new early years National Funding Formula on maintained nursery schools; and the need to provide capacity to local authorities to drive up quality in local provision. We have published a report highlighting the key findings from our Heads of Early Years Survey and raised these issues directly with government, for example through a submission to the Treasury Select Committee.
- Organised a high level education conference in July 2017 focusing on London schools' success in raising attainment, as well as offering an opportunity to reflect on the pressing challenges facing the sector and consider the shape and ambition for education provision in London going forward.
- Published our annual *Do the Maths* report on the school place challenge facing London, which identified significant increases in demand for secondary and special school places. We have called on the government to secure a specific round of special free schools, as well as to speed up the next wave of general free schools to enable London boroughs to meet their sufficiency duty on school places.
- Lobbied government to raise concerns about the proposed changes to free school meals (FSM) eligibility that may adversely impact the number of FSM pupils in London, which could leave more children without access to free school meals and reduce funding levels.
- Contributed to the National Audit Office's report into Converting Maintained Schools into Academies and the subsequent Public Accounts Committee inquiry to raise concerns about the impact that academy conversion has on the remaining local authority maintained schools and the ability of local authorities to deliver their statutory duties in respect of education.

# YOUNG PEOPLE'S

# EDUCATION AND SKILLS



In addition to our work on schools policy, London Councils also hosts and supports the Young People's Education and Skills (YPES) Board, the lead strategic body for 14 to 19 education and training in London. The YPES Board provides pan-London leadership for the current and future education and training needs of young Londoners and employers. The Board also supports member authorities in undertaking their statutory functions and in planning, policy and provision. Achievements in 2017/18 included:

- Increasing the take-up of the London Ambitions careers offer by schools and businesses, in partnership with the Greater London Authority (GLA), to ensure that all young people have access to good careers education, information advice and guidance.
- Supporting local authorities in London to promote their apprenticeship opportunities through sponsorship of Skills London, the capital's biggest jobs and careers event for young people.
- Providing professional advice to central government and member authorities to help shape the availability of technical education opportunities in London that work best for young people and businesses.
- Helping boroughs with implementing significant special educational needs and disability reforms.
- Commissioning research into the progression of young Londoners into Higher Education to support boroughs to widen participation and improve social mobility



# CRIME AND

## PUBLIC PROTECTION

London Councils aims to ensure that the interests of Londoners, and their councils, are fully recognised in policing, in the development of community safety policies, and in the allocation of funding. In 2017/18, we:

- Ensured boroughs had a voice in the Metropolitan Police Service's reform of local policing as part of 'One Met 2020'.
- Ensured members and senior borough officers had influence on the co-commissioning portion on the London Crime Prevention Fund.
- Commissioned an independent peer review as a basis for supporting and strengthening pan-London local authority emergency response and planning arrangements.
- Supported a collaborative approach, across boroughs, to preventing violent extremism, working through the London Prevent Board. This was supported by the exchange of best practice on Preventing Extremism.
- Supported borough engagement in the London Crime Reduction Board and, in particular, advanced borough interests in the delivery of the Police and Crime Plan.
- Played an active role in convening boroughs to share best practice on tackling Serious Youth Violence.
- Played an active role in convening boroughs in shared endeavour to tackle Violence against Women and Girls (VANG). This included channelling borough input to a refreshed VAWG strategy for London, making representations in relation to the upcoming Domestic Abuse Bill and engaging with the Deputy Mayor and the London VAWG Board (Co-chaired by the Executive Member for Crime and Public Protection) on key borough concerns.
- Hosted the first meetings of an initiative bringing together professionals from statutory and voluntary agencies to develop best practice in responding to the housing needs of survivors of sexual and domestic violence.
- Agreed, in March 2018, along with the Ministry of Justice and the Mayor of London, a Memorandum of Understanding on working towards criminal justice devolution in the capital that sets out a programme of work for how national, regional and local government will collaborate to reduce reoffending, improve services for victims, witnesses and vulnerable offender cohorts, and create better outcomes for London.



# WELFARE

At a time when central government has embarked on a comprehensive overhaul of welfare arrangements nationally, London Councils has worked to ensure that reforms work for London and for Londoners given the unique scale and nature of the capital's economy and workforce. Outcomes in 2017/18 include:

- Following consistent lobbying from London Councils the government has increased the Local Housing Allowance cap levels by 3 per cent. As a result of these changes, the pool of properties affordable on Housing Benefit will be increased in most of London. Although this is not a direct increase in funding for local authorities, it has the potential to create savings by reducing pressure on authority Discretionary Housing Payment budgets, lessening the need for financial incentives to private landlords and making it easier for authorities to secure affordable private rented sector accommodation for homeless households.
- London Councils has worked closely with member authorities who have Universal Credit full service to collect detailed evidence of its impact on both claimants and councils. As a result of this evidence, and ongoing engagement with the Department for Work and Pensions, a number of changes have been made to Universal Credit that reduce the negative financial impact on authorities and ensure better support for claimants. These include the abolition of the 7-day waiting period, the introduction of a transition to Universal Credit payment and the removal of temporary accommodation from Universal Credit.

# EQUALITIES AND AND SOCIAL INTEGRATION



Maintaining and promoting London's reputation as an open, global city where diversity is valued and there is equal access to opportunity, is an important policy objective for London Government. London Councils' work in this area in 2017/18 has included:

- Publishing a report highlighting several case studies of borough work to promote successful social integration in London.
- Making representations to government on boroughs' perspective on the Integrated Communities Strategy Green Paper.
- Assembling evidence on the impact and issues associated with No Recourse to Public Funds (NRPF) and circulating the findings to boroughs.
- Holding an event with Syrian Resettlement leads and providers of ESOL to share city-wide mapping of ESOL provision and share best practice.
- Holding an officer-level event on Social Integration, with a panel of expert speakers including the Deputy Mayor for Social Integration and the Director of the Casey Review Strategy Team.
- Holding a Good Practice Seminar on the Controlling Migration Fund.
- Securing £60,000 funding for a coordinator for Syrian Resettlement in the capital.
- Assembling an independently sourced evidence base which the Executive used to inform the assessment of London Councils Equality Objectives for 2018/19 onwards.

# TRANSPORT AND ENVIRONMENT (POLICY)

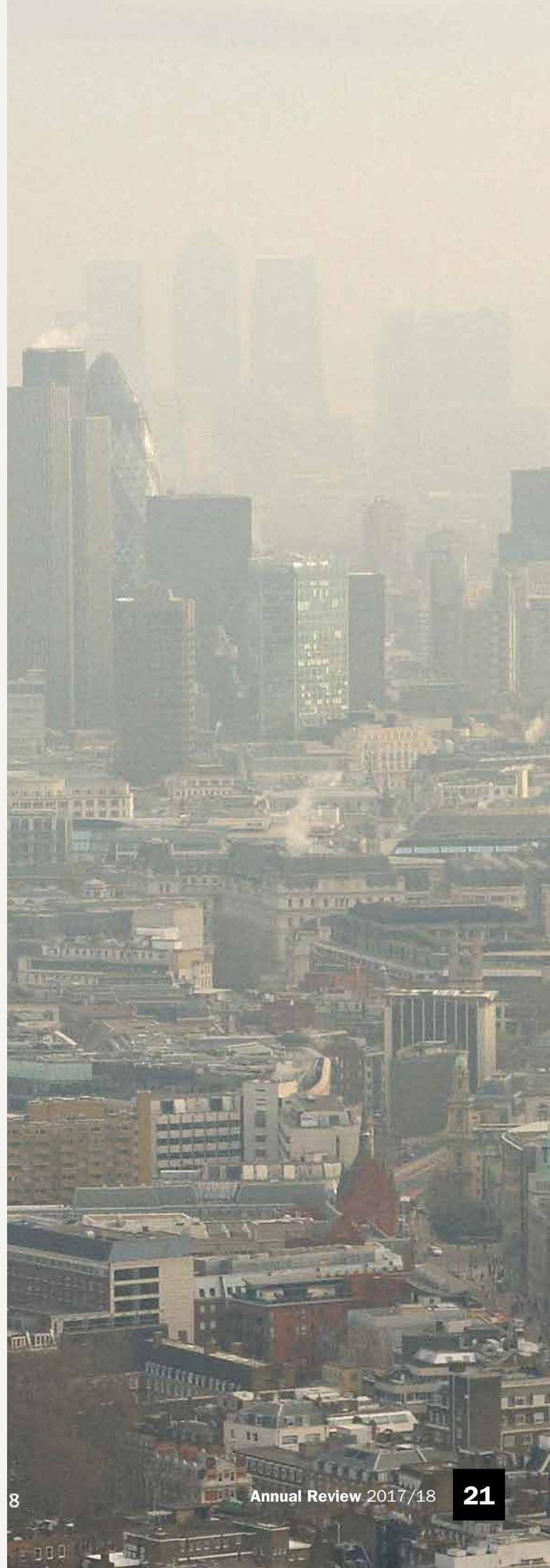
London Councils works with a range of stakeholders across the capital to develop policy on a number of transport and environmental challenges the capital faces. Our work in this area is governed by our Transport and Environment Committee (TEC), a statutory committee of councillors from all 33 London councils. Work in 2017/18 included:

- Progressing the GULCS (Go Ultra Low City Scheme) project of installing electric vehicle charge points that has generated expressions of interest from 25 boroughs to take part in the first phase. Since January 2017 London boroughs have installed just under 650 charging points, London Councils' data reveals there will be another 2,500 charging points installed by 2018/19, an increase of over 300 per cent.
- Influencing and then formally responding to two of the main Mayoral strategies; the Mayor's Transport Strategy and London Environment Strategy.
- Writing, in conjunction with TfL, updated guidance for Local Implementation Plans (LIPs).
- Obtaining additional LIP funding of £11.6 million after cuts were announced by Transport for London. The team also secured a commitment by the Deputy Mayor to have individual discussions with each authority, commitment by TfL that there would not be any in-year cuts and the reinstatement of the Local Transport Fund and Training budget for boroughs.
- Writing to Ministers and the Secretary of State for Transport on behalf of London boroughs to:
  - Raise serious concerns in relation to the handling of the south eastern rail franchise
  - Highlight major transport schemes that are required for the wider South East
  - Highlight the difficulties in achieving housing delivery without sufficient infrastructure investment
  - Provide a policy context for lower recycling rates in London compared to the rest of the country.



Additionally, we:

- Responded to a number of consultations from the Mayor, London Assembly, Government, National Infrastructure Commission and Thames Water, ranging from air quality, the Ultra Low Emission Zone, the draft National Infrastructure Assessment, deposit return scheme, London's cycling infrastructure, Mayoral CIL, the Thames Water Business Plan and TfL's bus consultations.
- Organised a joint business event with London First and the National Infrastructure Commission to discuss London's strategic infrastructure requirements.
- Briefed Peers and MPs on issues important to London, such as air quality and strategic transport investment.
- Published a report on Demystifying Air Pollution.
- Undertook a second year of air quality polling.
- Re-established joint working arrangements with the Thames Regional Flood and Coastal Committee (Thames RFCC) and its new chair, and ensured the new Thames Flood Advisers are settled and support boroughs with the implementation of significant flood alleviation schemes.



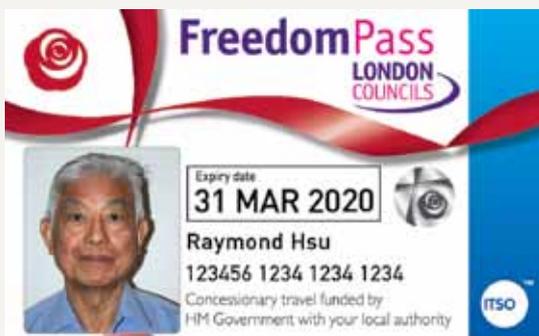
# TRANSPORT AND

## MOBILITY (SERVICES)

In addition to our work in relation to transport policies, London Councils runs a number of direct services where Leaders have identified a clear benefit in these being administered by London Councils.

These include the Freedom Pass and Taxicard schemes that provide vital mobility and transport opportunities to older and disabled Londoners. We also support the provision of an independent appeals service through London Tribunals and we operate the London Lorry Control Scheme to ensure goods can be delivered without unnecessary disruption to residents at night and weekends. This year saw a major review of the Lorry Control Scheme (see case study p25).

### Freedom Pass



The Freedom Pass allows free travel across London and free bus journeys nationally for older and disabled Londoners. It has been funded by the boroughs since 1986 and is administered on their behalf by London Councils. In 2017/18, we:

- Negotiated and agreed the Freedom Pass settlement for the 2018/19 with Transport for London (TfL), successfully achieving an annual reduction in the settlement for the second year running.
- Successfully negotiated the Freedom Pass settlement agreement with the Rail Delivery Group (RDG).
- Negotiated and published the 2018/19 London Service Permit (LSP) Concessionary Scheme for Freedom Pass with local bus operators (non-TfL buses).
- Calculated and agreed the apportionment of 2018/19 Freedom Pass costs to boroughs.
- Undertook the renewal of approximately 60,000 Freedom Passes which expired in March 2018 and a mid-term review of eligibility of pass holders with cards expiring in March 2020, generating a net cost avoidance figure of £1.3 million.

### Taxicard

The London Taxicard scheme provides subsidised door-to-door journeys in licensed taxis and private hire vehicles for London residents who have serious mobility or visual impairments. It is funded by the London boroughs and Transport for London and managed by London Councils on their behalf. In 2017/18, we:

- Successfully negotiated and agreed to maintain TfL funding for Taxicard at current levels, plus inflation for 2018/19, in the face of significant budgetary pressures and proposed funding cuts.



- Re-tendered the Taxicard delivery contract, working in partnership with TfL to jointly procure Taxi and private hire vehicle services for both Taxicard and Dial-a-Ride. The new contract, beginning in October 2018, will reflect the results of a consultation with all Taxicard members undertaken last year and which suggested a number of improvements to the service.
- Began work on a personal travel budget pilot for mobility schemes in partnership with TfL, and the London boroughs of Southwark and Hounslow.

## London Tribunals

London Tribunals (formerly the Parking and Traffic Appeals Service) was established by the Road Traffic Act 1991 to provide the administrative support to the Environment and Traffic Adjudicators. The service continues to provide this support under the Traffic Management Act 2004 and, since 2003, to the Road User Charging Adjudicators. London Tribunals also provides support for the hearing centre based at Chancery Exchange in Holborn. In 2017/18, we:

- Continued to provide the administrative support and infrastructure to the Environment and Traffic Adjudicators (ETA) and Road User Charging Adjudicators (RUCA) to enable them to fulfil their statutory duties in relation to approximately 50,000 appeals.
- Ensured the RUCA tribunal was ready to receive appeals in relation to the new Toxicity Charge introduced by TfL in October 2017.

- Continued to move to more online digital service provision, including the introduction of a new streamlined process for dealing with Statutory Declarations and Witnesses Statements.

## Health Emergency Badge

The Health Emergency Badge (HEB) is for people involved in the delivery of primary healthcare attending medical emergencies in patients' homes. All London boroughs have agreed to the scheme, although it is not a mandatory provision and it is offered entirely at the discretion of London parking authorities. In 2017/18, we:

- Continued to operate the London Health Emergency Badge scheme, issuing parking waivers to eligible health workers to use in emergency situations.

## TRACE

TRACE is an online service for anyone whose vehicle may have been towed away for illegal parking by any council in London. The telephone, text and web service is available 24 hours a day, 365 days a year. It is administered by London Councils on behalf of member authorities. In 2017/18, we:

- Continued to manage and operate the TRACE service, seeing an increased take-up of the online portal service.

## The London European Partnership for Transport (LEPT)

LEPT was established in 2006 to coordinate, disseminate and promote the sustainable transport and mobility agenda for London and London boroughs in Europe. One of LEPT's main roles is to identify, bid for and manage EU transport and mobility projects involving London boroughs that support their local priorities as well as fitting into the Mayor's Transport Strategy. In 2017/18, we:

- Continued to monitor European funding and knowledge exchange opportunities, and briefed boroughs accordingly.
- Launched a second stage bid on digital personalised travel planning, entitled PTP-Commute, under the Horizon 2020 call for proposals.
- Attended EU workgroups, seminars and conferences on a wide variety of sustainable transport issues.
- Launched a review of the LEPT service in light of the emerging implications of Brexit.

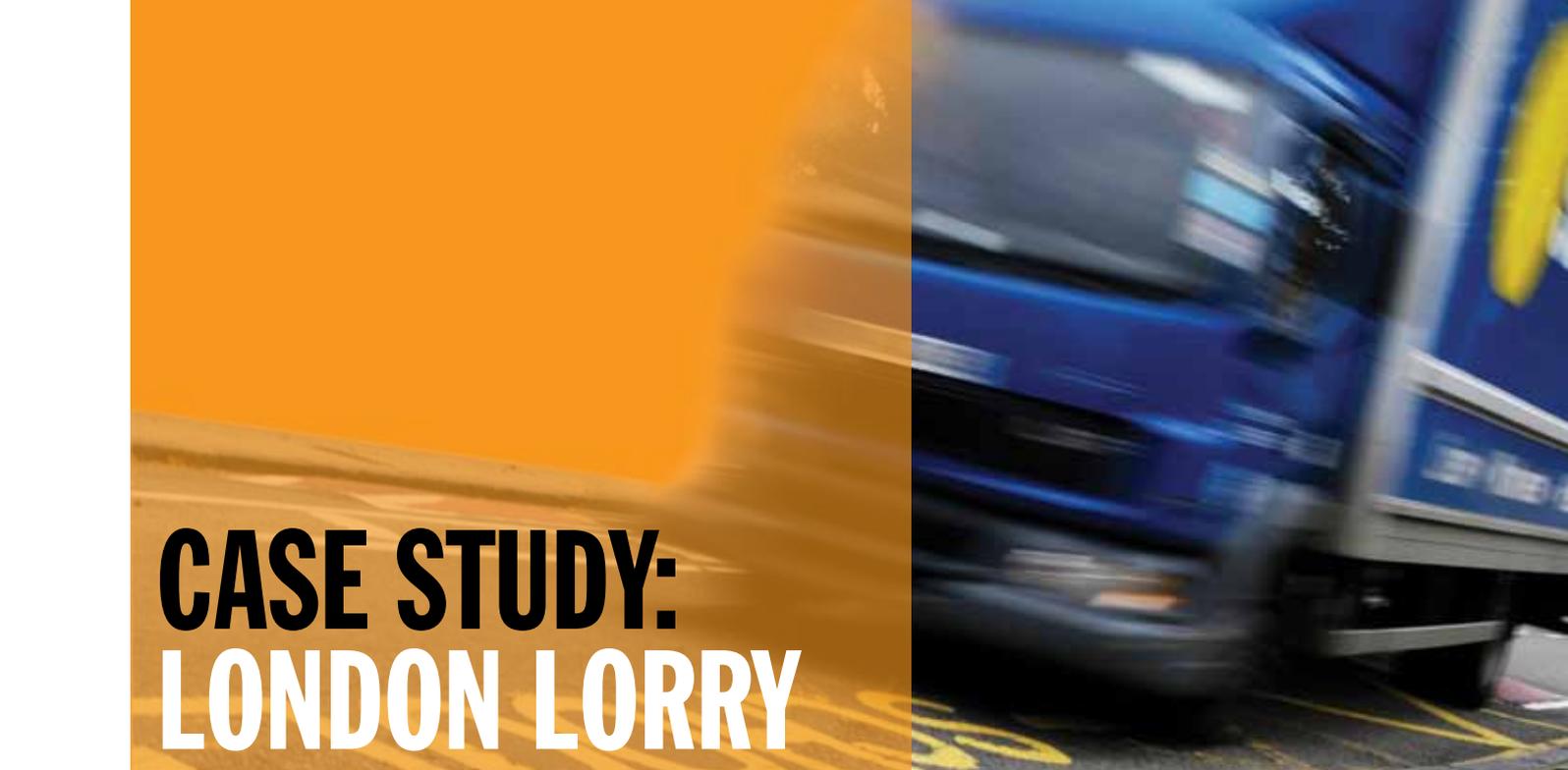
## Traffic and Parking

In addition to the specific services and provisions detailed above, London Councils also works to support the delivery of effective and consistent traffic and parking policies and operations and represents the boroughs on a number of forums and stakeholder groups. In 2017/18, we:

- Provided day-to-day advice and support to boroughs on a range of traffic and parking policy and enforcement issues and hosted a number of forums for front line providers.

- Represented borough interests at the following groups and forums:
  - London Freight Forum and Freight Forum Steering Group
  - London Technical Advisors Group (LoTAG) Transport
  - NESTA's Flying High Challenge
  - TfL's Lane Rental Governance Committee
  - Local Authority Partnership
  - BPA Council and Local Authority Special Interest Group
  - London Tourist Coach Action Plan Group
  - London Automotive Forum
  - TfL's Direct Vision Standard Project Board
  - Urban Freight Working Group.
- Reviewed and updated the parking contravention codes list.
- Competed and published a revised Parking Code of Practice.
- Launched, with the BPA, the 'Positive Parking Agenda' to improve public awareness of the benefits of effective parking management in making the capital's roads safer, more accessible and cleaner.
- Commissioned independent research to identify the range of benefits achieved through parking management backed up with quantitative and qualitative evidence.
- Provided debt registration services with the Traffic Enforcement Centre for the majority of London boroughs.
- Agreed the apportionment of traffic signal and control equipment maintenance costs to boroughs.
- Worked with the BPA to progress the development of international open parking data standards.
- Collated, analysed and published London-wide traffic and parking enforcement and appeals statistics.





# CASE STUDY: LONDON LORRY

## CONTROL SCHEME REVIEW

The London Lorry Control Scheme (LLCS) controls the movement of heavy goods vehicles over 18 tonnes maximum gross weight. It operates at night and at weekends on specific roads in London helping to minimise noise pollution.

In 2017/18 London Councils completed a review of the London Lorry Control Scheme to assess the effectiveness of the scheme, including consideration of its impact on the freight industry, business and the benefits to London's residents. The review was the most extensive in the scheme's 30 year history, drawing together a wide range of stakeholders across the capital (including, hauliers, business groups, residents groups, sub regional partnerships and the noise abatement society). More than 3,500 commercial hauliers were contacted to complete an online survey and an operators' workshop was attended by 70 representatives from such sectors as: retail, construction, distribution logistics and manufacturing.

A number of recommendations arising from the Review were agreed by London Councils' Transport and Environment Committee in June 2017. Many recommendations have already been implemented, including a number of improvements to the scheme website and online user portal, which has been completely redesigned.

The full review report and executive summary can be found at:

[www.londoncouncils.gov.uk/services/londonlorrycontrol](http://www.londoncouncils.gov.uk/services/londonlorrycontrol)

# GRANTS

# AND COMMUNITY SERVICES

## The Grants Programme

The London Councils Grants Programme, overseen by the Grants Committee - on which all 33 London local authorities are represented - enables boroughs to address high-priority social needs where Leaders have identified that this is best achieved through commissions at a pan-London level.

In April 2017 London Councils launched the new £6 million 2017-21 Grants Programme, following the co-design of services with boroughs and key stakeholders. Commissions were awarded to 13 organisations to deliver services to combat homelessness and tackle sexual and domestic violence.

Key features of the 2017-21 programme include:

- Tackling interrelated issues through joint working (improving the response of the housing sector to domestic violence).
- Greater involvement and links to local provision.
- Added value for boroughs through delivery of robust outcomes.
- Continued focus on equalities through partnerships of specialist providers.
- During 2017/18, the Grants Programme helped homeless people and those at risk of homelessness including:
  - 6,162 young people at risk of homelessness were supported, including 353 assisted with family mediation/reconnection leading to safe settled reconciliation
  - 5,851 people at risk/ experiencing homelessness were supported, including 678 directly assisted to obtain suitable settled accommodation.
- The programme also helped people affected by sexual and domestic violence including:
  - 4,049 children who were supported to identify myths and warning signs and know where to seek help
  - 15,328 people affected by sexual or domestic violence who were supported via helpline advice and counselling.

## London Care Services

London Care Services helps boroughs to source good quality accommodation for vulnerable children. Providers of foster care, residential care, residential special schools and residential family centres offer information about their services and costs via a confidential website. The services are made available to subscribing boroughs through a single model contract offering a streamlined and cost effective route to providers. In 2017/18, London Care Services:

- Re-opened registrations to new organisations to join the model contract and adopted new criteria to reflect the changing needs of local authorities.
- Secured a total of 232 residential and 107 fostering services available to subscribing authorities.

- Continued to deliver network and training opportunities for local authority staff
- Initiated a quarterly provider newsletter to keep them up-to-date with relevant information in relation to the model contract.

## Notify

NOTIFY is a web-based service that enables boroughs to track and exchange information on vulnerable households placed in temporary accommodation and who may be at risk of missing out on health, educational and social services.

Following a thorough review of the service in 2016/17, amendments to the system were agreed with boroughs. The main changes completed in 2017/18 were:

- The ability to issue out of borough temporary accommodation notices.
- The option to subscribe to housing services only.



# A FOCAL POINT FOR

## LONDON GOVERNMENT

Member authorities do, of course, have their own relationships with pan-London organisations and in particular with the Mayor and the GLA.

There are, however, a range of issues where the Mayor, the GLA and other pan-London organisations seek to establish collective negotiation and dialogue with London's boroughs. On these issues, London Councils acts as the focal point for representing borough interests – informed by the political and professional networks that we help convene. We then enable that information to be shared and disseminated quickly with member boroughs.

To ensure that our member authorities have influence in the decisions made at pan-London level that impact on them and the communities they serve, London Councils is engaged in a series of collaborative mechanisms for shaping the way issues are taken forward across the capital. Working with the Mayor and other London partners, London Councils nominates – on a cross party basis – members to serve on boards such as:

- London Crime Reduction Board
- London Enterprise Action Partnership
- London Health Board
- Homes for London Board
- London Waste and Recycling Board.

Some of these have statutory underpinning. The overall progress of these is monitored jointly by the Mayor and borough Leaders. The Mayor and borough Leaders meet twice a year in the Congress of Mayor and Leaders; and the London Councils Executive – augmented by sub-regional partnership representatives – meet with the Mayor in the Congress Executive. In addition, London Councils ensures that the London local government perspective is part of policy development at national level by, for example, organising a full set of ministerial meetings and senior official discussions, and also by promoting ideas and policies at each of the party conferences.

London Councils was also instrumental in establishing the All Party Parliamentary Group (APPG) for London MPs, originally in May 2015, set up to promote London in the interests of all of its people, places and businesses as a global city and powerhouse of the economy. Since then the APPG for London has met regularly to explore a London approach to key areas of the devolution agenda, housing, transport, welfare and infrastructure, including transport and connectivity. London Councils provides the secretariat to the group on behalf of London government, including the Mayor of London.



# ADDING VALUE FOR

## LONDON BOROUGHS



London Councils acts as host for a number of bodies which add value to the work of our member authorities by helping them co-ordinate their work with pan-London organisations. These include:

- London Safeguarding Children Board (LSCB), representing London's councils in a broader partnership with police, health and other partners to promote child safeguarding across London.
- London Young People's Education and Skills (YPES) Board – the lead strategic body for 14-19 education and training in the capital.
- London Councils is the Regional Employers' body for London local authorities. Boroughs are members of the Greater London Employment Forum and are represented on the Greater London Provincial Council for the purposes of negotiations with trades unions.
- Capital Ambition, London's improvement and efficiency partnership and sponsor of the innovative London Ventures programme.
- London European Partnership for Transport (LEPT), which provides the London boroughs with support and access to European funding for transport projects.
- London Councils was also instrumental in the creation of a new collective investment vehicle for Local Government Pension Scheme (LGPS) funds, the London CIV.
- London Councils also provides a key interface between boroughs, the London Resilience Group, the Greater London Authority (GLA) and a range of services on issues around city management and resilience.

# INCOME AND

## EXPENDITURE 2017/18

### Expenditure

Employee costs	5,618,000
Running costs	3,376,000
Direct services	7,812,000
Payments in respect of Freedom Pass and Taxicard	359,437,000
Commissioned grant payments	6,173,000
ESF commissions	1,880,000
Improvement and efficiency	265,000
Young People Education and Skills (YPES) regional/provider activity	50,000
Commissioning and Research	640,000
One-off borough payment	826,000
Challenge Implementation Fund	525,000
Other operating expenditure	60,000
	<b>386,662,000</b>

### Income

Contribution in respect of Freedom Pass and Taxicard	359,838,000
Borough contribution towards commissioned grant payments	7,173,000
Borough contribution towards YPES activity	180,000
Income for direct services	8,748,000
Core member subscriptions	5,706,000
Borough contribution to LCP payments	496,000
Government grants	1,000,000
Other income	893,000
Use of Reserves	2,628,000
	<b>386,662,000</b>

# EVENTS AND

## AWARDS

The London Summit – our annual flagship event – is free to all London members and senior borough officers.

Our 2017 Summit - held on Saturday 18 November at the City of London's Guildhall - saw councillors of all political parties from the 32 London boroughs and the City of London, as well as representatives from the business, public and voluntary sectors - gather to engage in debate and share experiences from across the capital. The morning presentation was delivered by Ben Page, chief executive of Ipsos MORI. Debate panellists included Cllr Peter John OBE, Leader, Southwark Council; Cllr Sean Anstee, Leader, Trafford Council; Jasmine Whitbread, chief executive, London First, and Kru Desai, partner, KMPG LLP.

**Awards** – London Councils supports and organises the following awards on behalf of boroughs that highlight and share their successes:

### **The London Borough Apprenticeship**

**Awards:** Established in 2011 to showcase the value of apprenticeships to London boroughs, how borough staff have contributed to apprentices' success and how boroughs are helping to maximise apprenticeship opportunities with contractors and suppliers. The winners of the 2017 awards were

announced at a ceremony at the Plaisterers' Hall on 22 September. The 2017 winners in the various categories were: Apprentice of the Year – Carly Mitchell (LB Camden); Best contribution by a new apprentice – Jordan Bailey (RB Kingston upon Thames); Best progression by an apprentice – Elisha Grant (LB Bexley); Best manager or mentor – Fran Beckman (Lewisham); Best work with supply chains and/ or small businesses to create new apprenticeships – LB Camden.

### **The Small Business Friendly Awards -**

organised by London Councils and the London Region of The Federation of Small Businesses (FSB) - the awards, now in their fourth year, are an opportunity to celebrate projects or initiatives delivered by the London boroughs that have a positive impact on London's small business community. The Best All-Round Small Business Borough in 2017 was Wandsworth, recognised for its wide range of support for small businesses and start-ups in the borough, while Havering was highly commended in the same category. Other 2017 winners were: Merton - Best Small Business Procurement to Support Local Trade; Lambeth and Sutton (joint winners) – Best Programme of Support for Small Business; Cllr Brian Coleman, Hammersmith and Fulham – Best Small Business Champion (member); Jenni Asiama, Wandsworth – Best Small Business Champion (officer).

# KEEPING OUR

## MEMBERS INFORMED

**Website** – London Councils’ website was visited by more than 1 million unique visitors and had 4.6 million page views in 2017/18 (up 400,000 on the previous year).

**Key Issues** – our weekly e-newsletter, sent to more than 20,000 subscribers across the capital each Wednesday morning, provides a quick summary of the issues affecting London local government and the evolving policy landscape in the capital.

**Member Briefings** – our member briefing service provides members with timely policy analysis and information across all our main policy themes directly to their inbox. Improvements to our website enable members to edit and amend their preferences more easily than ever before. In 2017/18 we sent 77 policy briefings to subscribing members.

**Parliamentary Briefings** – we regularly brief MPs and Peers on government bills that affect London boroughs. In 2017/18 these included briefings in support of our lobbying work, including topics such as the Fair Funding Review, Skills, Air Quality, Education, Business Rate Relief; Homelessness; Universal Credit; Supported Housing and Grenfell remedial costs.

**Twitter** – London Councils’ Twitter account @londoncouncils has more than 19,000 followers who receive up-to-date news on all the latest developments in London local government as they happen. Ahead of the May 2018 local elections, London Councils’ Tweets ranked in the top 10 most engaged with of any .gov account.

**London Government Directory** – a free copy of our annual London Government Directory, sponsored by London Communications Agency, is sent to every member and senior officers in all 33 London local authorities. The 2019 edition will be sent to members in October 2018. The Directory is also available to view online at [www.directory.londoncouncils.gov.uk](http://www.directory.londoncouncils.gov.uk)

**Policy reports** – London Councils publishes a comprehensive range of policy reports providing data, analysis and recommendations on key policy challenges in the capital.



# EXECUTIVE MEMBERS

**2017/18**

Our Leaders' Committee, which consists of the Leaders and directly elected Mayors of London's 33 local authorities, meets regularly throughout the year to discuss and agree policy issues of importance to Londoners.

A list of all Leaders' Committee dates, along with agenda and minutes of past meetings is available at [www.londoncouncils.gov.uk/committees](http://www.londoncouncils.gov.uk/committees).

At its summer AGM, the Leaders' Committee elects a Chair, Deputy Chair and Vice Chairs for the organisation. A cross-party Executive acts as a forum for more detailed policy development and reports to the Leaders' Committee.

In 2017/18 the Executive was made up of 11 councillors from across the political parties. Our leading members and their portfolios in 2017/18 were:

**Cllr Claire Kober OBE** (Lab) - Chair of London Councils and executive member for devolution and public service reform

**Cllr Peter John OBE** (Lab) - Deputy Chair and executive member for business, skills and Brexit

**Cllr Teresa O'Neill OBE** (Con) - Vice Chair and Conservative lead for devolution and public service reform

**Cllr Ruth Dombey** (LD) - Vice Chair

**Catherine McGuinness** (Ind) - Vice Chair

**Cllr Lib Peck** (Lab) - Executive member for crime and public protection

**Cllr Ray Puddifoot MBE** (Con) - Executive member for adult social care

**Mayor Sir Steve Bullock** (Lab) - Executive member for housing

**Cllr Julian Bell** (Lab) - Chair of London Councils' Transport and Environment Committee

**Cllr. Kevin Davis** (Con) - Executive member for health

**Cllr. Darren Rodwell** (Lab) - Executive member for city development





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