

LONDON COUNCILS
ANNUAL REVIEW
2012/13



FOREWORD

The London Youth Games were launched with support from London's boroughs in 1977. Back then few would have dared to imagine that Youth Games alumni, including Mo Farah, Bradley Wiggins and Jo Roswell, would have been winning gold medals in the momentous Olympic and Paralympic Games 2012, but win they did.

The euphoria surrounding the London Olympic and Paralympic Games nearly 12 months ago helped demonstrate to the world what we have long known; London is a remarkable, energetic, inclusive and genuinely global city.

London's 32 boroughs and the City of London are central to the capital's success. They ensure that the diversity of people and places for which London is renowned is nurtured and developed, that the local services Londoners depend on – from street cleaning and waste management to adult care and education – are delivered effectively and efficiently, and that local communities have a strong voice in the decisions which affect their day-to-day lives.

Our support for the London Youth Games shows how London's councils have taken the long view in nurturing talent and ensuring opportunity for all. Last year London's boroughs were intimately involved in the 2012 Games throughout the build-up and delivery and their success is something in which we can all take pride.

The 2012 Games showed the importance of London Councils' role in adding value to the work of the boroughs in its role as an interface between boroughs, the Greater London Authority

Cover images: London parks in bloom. Despite a population of more than 8 million people, London remains one of the greenest capital cities in Europe, with more than 3,000 parks and open spaces enjoyed by Londoners and visitors. Maintaining parks and leisure services is one of the many responsibilities of London's 33 local authorities.



and emergency services, in city management and resilience. It provided essential behind the scenes co-ordination and communications infrastructure, playing a small but vital role in delivering the success of the Games.

The Olympics were great, but the past year also saw the capital's 33 local authorities continue to successfully face up to the enormous challenges of the on-going economic and financial squeeze at the same time as protecting and improving services for Londoners.

By the end of 2014/15 local government will have seen a £10 billion, or 35 per cent, reduction in core government funding nationally. This must be managed in the context of increased demand for services – not least in London where a complex and rapidly expanding population has been undercounted and underfunded for years.

In this context, London Councils' role as a single cross-party voice making the case for Londoners has been more important than ever. It has forcefully been making the case to maximise funding on behalf of the boroughs, across a broad range of issues. This year in particular on schools funding, public health, housing and youth remand services.

Governing a capital city as diverse and dynamic as London will always involve a complex relationship of national, regional and local government. But Londoners have a right to expect that the machinery of government works for them and their families. They want the ability to have a genuine say in the decisions that affect their lives and they want good quality services delivered at the lowest possible cost. More often than not this means services designed and delivered at the level of government closest to the communities they serve.

London's boroughs have a proud record of delivering for Londoners and making it a great city in which to live and do business. Over the past year, London Councils has continued to play an important enabling role, ensuring that the boroughs have the maximum possible resources and powers to deliver for Londoners in years to come.

Mayor Jules Pipe
Chair, London Councils



ABOUT London Councils

London Councils represents London's 32 borough councils 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 runs an independent parking appeals service and a pan-London grants programme for voluntary organisations.

London Councils acts as a catalyst for effective sharing among boroughs – be that ideas, good practice, people, resources, or policies and new approaches.

The strategic direction of London Councils is set by the Leaders' Committee. Meeting eight times a year, our Leaders' Committee comprises the Leaders of all of London's local authorities. There is also a cross-party Executive Committee which guides the organisation's day-to-day work.

The London Fire and Emergency Planning Authority and the Mayor's Office of Policing and Crime are also in membership.

Adding value for London's 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 – 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 Board – the lead strategic body for 14-19 education and training in the capital.

London Councils is the **Regional Employer** body for London local authorities. Boroughs are members of the Greater London Employer Forum and are represented on the Greater London Provincial Council for the purposes of negotiations with trades unions.

London's improvement and efficiency partnership, **Capital Ambition**.

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We fight for the best deal for London, developing policy, and lobbying government on the issues that matter. We also provide pan-London transport services such as Freedom Pass and Taxicard.



Getting London working

A new 10 point plan by London Councils sets out immediate, medium and long term recommendations that move towards a funding model that gets more Londoners back to work. [Read the report...](#)



London European Partnership for Transport, which provides the London boroughs with support and access to European funding for transport projects.

London Councils also provides a key interface between boroughs, the London Fire Brigade, the Greater London Authority (GLA) and emergency services on issues around city management and resilience.

Advancing London local government

London Councils acts as a focal point for representing borough interests - informed by the political and professional networks that we run with government, the Mayor, the wider GLA and London's public services.

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 has developed a series of shared governance arrangements with the Mayor, TfL, Metropolitan Police, health and other partners, including London business organisations. London Councils nominates – on a cross party basis – members to serve in such shared governance arrangements, including:

- London Housing Board
- London Waste and Recycling Board
- London Crime Reduction Board
- London Enterprise Partnership
- London Health Board.

Some of these have statutory underpinning. The overall progress of these is monitored jointly by the Mayor and borough leaders.

More recently, London Councils has been actively engaged in the work of the Mayor of London's London Finance Commission. This included making the case for why greater fiscal devolution should be accompanied by wider devolution to boroughs and groups of boroughs in order to help drive economic growth. The work has also led to the agreement of a set of principles for the effective shared governance of any further devolution.

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.

OUR WORK IN 2012/13

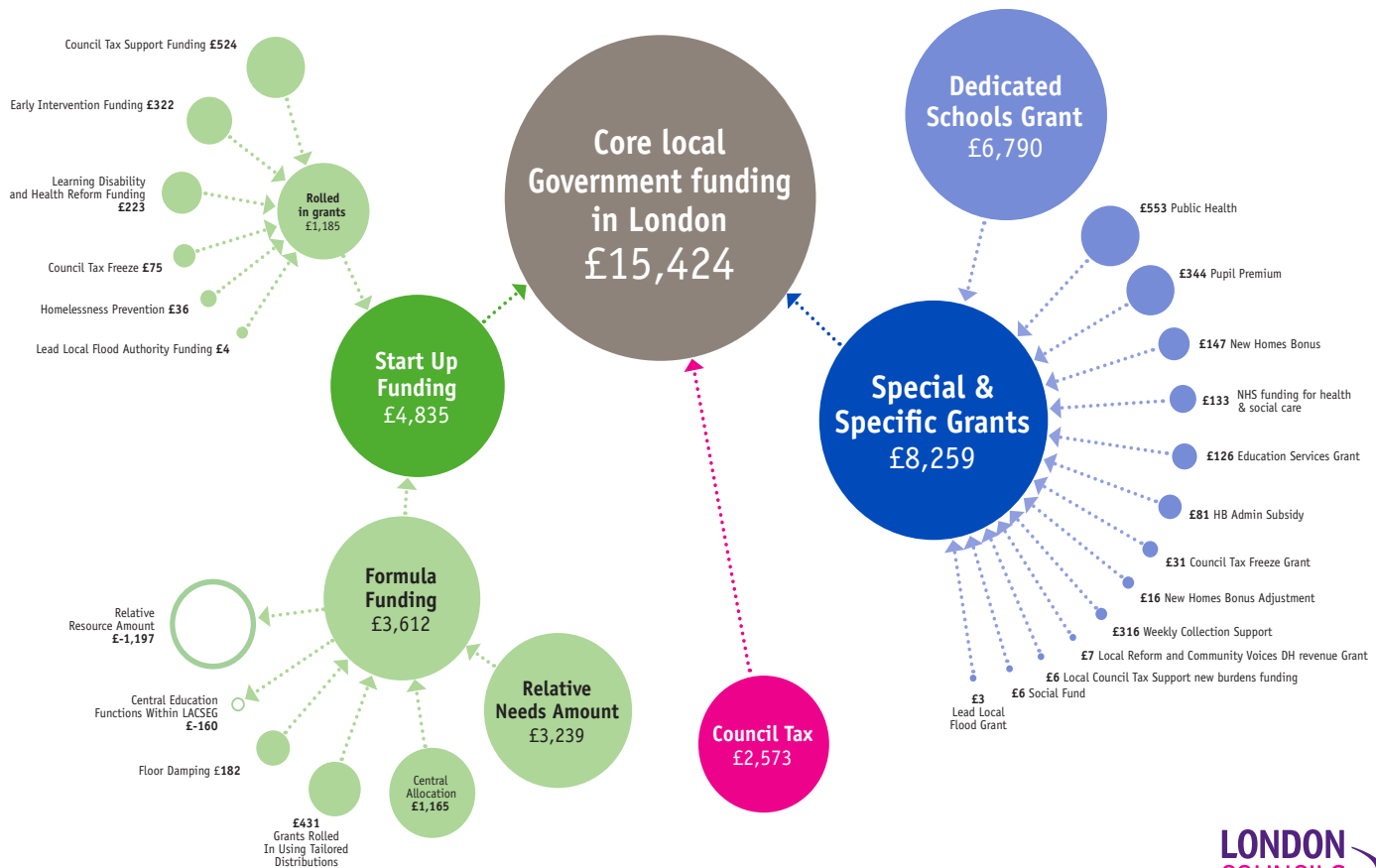
Resources

London Councils consistently makes the case for London local government in terms of its overall resource base. We, uniquely among regional groupings of councils, are members of the Department for Communities and Local Government (CLG) Settlement Working Group, Business Rates Retention Implementation Group. We provide a voice for London on issues around local government financial distribution. In 2012/13 we have:

- Successfully lobbied for funding for additional school places in London. London Councils' work has been recognised nationally as helping attract a significant amount of additional resource for this most pressing of problems. While boroughs have lobbied themselves, as well as being part of the collective effort, the analysis and co-ordination of the London Councils team allied to the political leadership of members in taking this forward with the Secretary of State and in the media has been very important.
- Having worked with the Mayor to ensure a more accurate report of London's population in the 2011 Census, this work came to fruition in the calculation of the 2012/13 formula grant, which represented a gain of approximately £190 million before damping and other changes to formula.
- Argued the case for resources for London in respect of a number of other key services areas, including Adult Social Care. We have carried out a number of pieces of research and analysis on the costs of reform to the financing of Adult Social Care in London and this provided the basis for media campaigning, lobbying and advocacy, responding to the pressures that London faces in this key area.
- Been at the forefront of interaction with government and the Mayor on business rate reform. We have negotiated directly with the Mayor of London and ministers about the split of growth between boroughs and the GLA within the new framework. London Councils also developed a model that has been used extensively by boroughs to help make the argument for a greater accent on incentive and growth in the government's proposals.
- Been at the forefront nationally of making the case for a proper share of Public Health funding and produced analysis to show why the ACRA (Advisory Committee on Resource Allocations) interim recommendations needed to be re-visited. Also lobbied successfully for transition funding for Public Health for our member authorities.
- Lobbied successfully against proposals in respect of Academies Funding that could have cost London £30 million.

London's share of the capital funding allocations has risen from 26 per cent to around 38 per cent.

Where the money comes from – London local government funding 2013/14 (£m)



- Continued to be valued by boroughs for providing a consistent and high quality source of information, data and technical analysis for councils across London on finance and resource issues.
- Levered in £1 million of European Social Fund (ESF) resources for borough match funded employment and skills training.

- In addition, London Councils played a significant part with the GLA in supporting the work of the independent London Finance Commission. London Councils submission was highly influential in terms of the Commission's final report.

Welfare Reform

This is a critical year in the delivery of the government's wide ranging welfare reforms and London local authorities have demonstrated that they are best placed to support people through the changes. London Councils is broadly supportive of reforms to the welfare system to make work pay and simplify the complicated system of benefits, but has been critical of elements of the government's welfare reform agenda that fail to take account of London-specific factors. These include significantly higher rents that risk the efficacy of the reforms:

- Analysed the potential impacts of welfare reform on a London-wide basis to help boroughs in their own, more detailed local planning, as well as highlighting the issue in London and nationally.
- Supported boroughs in managing the impact of welfare reform, including through a tailor-made web area with information and resources on implementation, promising borough practice and mapping. This has been accompanied by focussed work to share lessons from the benefit cap pilot boroughs and articulation of the London specific impacts to central government.
- Worked for improvements in the responsiveness of the centrally-commissioned employment support provision for local borough Troubled Families work.
- Continued to make the case that local authorities must be empowered to play a central role in helping affected residents to make and maintain claims and to get the skills they need to move into paid employment.
- Continued to make the case to government that additional burdens to local authorities and additional requirements to deliver and commission services must be funded and organised in a transparent way in partnership between central and local government.

Tracking Welfare Reform The Impact of Housing Benefit (LHA) Reform in London

an Extended London Councils Briefing - June 2013



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Economic development

Local authorities have a key role to play in boosting local businesses and ensuring their residents have the skills and support to maximise the capital's employment rate and economic activity. Policy priorities include: identifying ways to increase youth employment; the work programme; the revitalisation of our high streets and town centres; supporting boroughs to create good quality apprenticeships; developing a long-term vision for libraries and philanthropy; and improving the skill system in London to better match the capital's employment needs. In 2012/13 we have:

- Supported London boroughs to increase the number of apprenticeships. In 2012/13 boroughs created more apprenticeships (1,008) than they ever have in one year in difficult financial circumstances. London boroughs have now created more than 3,500 apprenticeships since 2009 and secured funding from the National Apprenticeships Service for seven London boroughs to increase the number of local employer apprenticeship commitments, focusing on apprenticeship opportunities for 16-18 year-olds. The London Borough Apprenticeship Awards 2012 helped celebrate, share and promote this work.
- Gained commitment from the GLA that London Councils will be a joint partner in developing the Structural and Investment Fund programme for London on European Structural Funds, and in principle agreement to improve the management arrangements for the funds in London.
- Established the London Benefit Cap Employment Taskforce to improve co-ordination and integration of employment support for those affected by the cap. The taskforce has produced a protocol and 'offer' document for employment support around the cap. Boroughs have begun to report better integration with Jobcentre Plus on this issue.
- Produced and publicised 'Getting London Working', our 10-point plan to improve employment provision in London, setting out the case for greater influence, co-commissioning and devolution of employment resources to London boroughs.
- Produced and publicised 'London's Skills Challenge' a report that sets out the case for devolving responsibility and budget holding of adult skills to groups of boroughs to influence the government's response to the Helestone Review.
- Contributed to the development of the Mayor's 2020 Vision process.



Children's services and schools

London Councils has played a leading role in highlighting the shortage of school places in the capital for a number of years. Following sustained lobbying by London Councils, the government announced an additional £307 million to help create additional places for entry into Primary Schools from September 2012.

While this additional funding was welcome, the unprecedented pressure faced by boroughs in providing enough school places means that the capital is still facing a potential shortfall of 118,000 school places by 2016. London Councils continues to campaign for a fair share of funding to be allocated to councils and for the government to assist boroughs in planning long term investment in school places. This campaign has featured prominently in the media.

Boroughs have benefited from being part of the London Children Service Improvement Programme run out of London Councils with funding from the Department for Education (DfE) via the Local Government Association (LGA). This work, in partnership with Chief Executives and Children's Services Directors, is designed to promote better and more resilient services and make London fit for the challenges of external inspection.

In addition to our high profile work on school places, London Councils has worked with senior officers, chief executives and members to develop a distinctive London local government policy position around the role of councils in education in a much changed environment of academies and free schools. Agreed by Leaders' Committee in October 2012, this work was showcased at all three party conferences and this resulted in positive engagement with DfE ministers and the Mayor.

The work is an important aid to lobbying to see a clearer recognition of the key role our councils play in ensuring standards across all types of school.

Additionally, in 2012/13, we have:

- Ensured borough influence over the school funding allocations formula and settlement period, resulting this year in the first ever two year school capital settlement.
- Published a series of good practice case studies that demonstrated innovative and effective approaches taken by boroughs to create additional capacity for two year-olds.
- Developed a support package for Youth Offending Teams (YOTs) in London, working in partnership with the Youth Justice Board (YJB) and LGA.
- Established a programme of practice learning events for YOT managers and assistant directors, including two pan-London youth justice conferences and the establishment of a new network of YOT Assistant Directors.
- Helped facilitate targeted support to a number of boroughs deemed 'adequate' in their most recent Ofsted inspection, via Safeguarding Practice Challenges and other support through the Sector Led Improvement programme for London.
- Provided strategic leadership to the London roll-out of multi-agency safeguarding hubs (the MASH project). Eight boroughs are now operating a MASH in London.



- Carried out and published research into the factors behind a fall in the number of children in care in London, with a member event to share findings.
- Provided support to the London Safeguarding Children Board, including:
 - the revision of the London Child Protection Procedures in line with new national guidance and the latest developments in child protection practice
 - the establishment of the London Safeguarding Children Awards as an annual event
 - the organisation of the eleventh annual Safeguarding London's Children conference, with over 250 delegates attending from the full range of agencies working to protect children in the capital
 - The development of a suite of documents to assist professionals working with children and families from different cultural and faith backgrounds, including practice guidance, a training toolkit and a model community engagement strategy for local safeguarding children boards (LSCBs).

London Councils' Young People Education and Skills (YPES) Board is the lead strategic body for 14-19 education and training provision in London. It provides pan-London leadership in relation to the current and future needs of learners and employers, supports local authorities in undertaking their statutory functions, and assists other stakeholders in planning, policy and provision.

London Councils has supported boroughs in preparing for Raising the Participation Age legislation from 2013; a significant reform in education and the first change to the duration of compulsory education since 1972. Working with key stakeholders across the further education sector and working closely with the London Enterprise Panel, London Councils has influenced national and regional initiatives and resources to focus on young people's employability and progression. Additionally, in 2012/13 we have:

- Successfully lobbied the Education Funding Agency for changes to capital funding application criteria, with London boroughs securing £12.2 million of Demographic Growth Capital Funding (32 per cent of the national total) to support Learners with Learning Difficulties and Disabilities.

London won 32 per cent of the national total of Demographic Growth Capital Funding.



*“The number of school-age children in London is increasing at twice the rate of the national average and will reach 1.25 million by 2016, leaving a shortfall of 118,000 school places, according to today’s report by London Councils”
Evening Standard 23/04/13*

- Published a pan-London strategy for young people’s education and skills, Being the Best, underpinned by research commissioned from the Institute of Education, which has been cited in national publications.
- Following written and oral evidence, London Councils’ key priorities for careers guidance – an entitlement to face-to-face guidance for all young Londoners and appropriate resources from government – featured in the Education Select Committee’s final report to government on careers guidance.
- Provided London boroughs with an interactive tool by which to model future demand in post-16 special education needs and delivered support to council staff in implementing major reform in high needs funding.
- Ensured borough influence on externally funded youth programmes and worked with funding agencies and partners to secure additional resources for London (for example ESF and Big Lottery), monitor performance and maximise impact.
- Developed and promoted the online ‘Learner Voice London’ to ensure the learner voice contributes to the development of policy and provision.
- Co-ordinated pan-London working and provided sound knowledge and intelligence on 14-19 education and training – resulting in a 100 per cent satisfaction rating in the 2012/13 user survey.

Health and adult care

The transition of responsibility for public health from NHS to local government and the creation of statutory Health and Wellbeing Boards in each borough from April 2013 represents a significant opportunity to improve health outcomes and reduce the health inequalities of Londoners, through strengthened community leadership and the integration of public health with the wider work of local government.

London Councils has worked with Department of Health, the GLA and NHS partners to ensure the transition is made as effectively and smoothly as possible and to ensure that the costs of services are reflected in funding. On behalf of our members, until April 2013, we chaired the London Health Transition Group involving key actors from boroughs, NHS, GLA and GPs on a London-wide basis. London Councils is now supporting the London Health Chief Officers Group – again involving all of the major players in London health – and now the London Health Board, chaired by the Mayor. In 2012/13, we have:

- Supported all boroughs in issues around Public Health transfer including negotiating with NHS, Public Health England and work through the Public Health Transition Board in London.
- Secured funding from NHS and Department of Health (DoH) to deliver a range of products designed to support transition. Money was made available for each borough (approximately £15,000 per borough) to access support to develop their own Health and Wellbeing Boards locally, as well as access to a successful joint Health and Wellbeing Board Network.
- Commissioned the Institute for Public Care to deliver a programme of support to the chairs of Health and Wellbeing Boards and other members with an interest in health in their areas. The

programme helped members to develop a clear understanding of their roles on HWBs and how to maximise their influence.

- Identified specific risks around the transition of HIV prevention services, secured agreement from all 33 London councils to a joint needs assessment to inform future commissioning of such services and, in the meantime, the extension of some pan-London projects that had been going to stop.

Councils in London currently spend a third (£2.8 billion) of their budgets on adult social care. This spending is set to rise dramatically as the number of Londoners aged 65 and over increases by an estimated 50,000 during the next five years. London Councils has been highlighting the severe financial challenges faced by London local authorities in meeting the cost of adult social care and how London councils have been working to close the funding gap by working more closely with the NHS, improving procurement and developing new ways to provide social care for older and disabled people.

In January London Councils published new analysis, in collaboration with Ernst & Young, warning that, even if all potential savings could be realised in full, the capital would still face a potential funding gap of £907 million within five years. The report: A Case for Sustainable Funding of Adult Social Care set out how government can help councils by:

- Speeding up changes to data protection regulations so social workers and NHS staff can share information about clients safely.
- Removing target and tariff based payment models in the NHS that discourage investment in multi-agency services.

- Making it easier for councils to develop new ways of providing adult social care and removing red tape.
- Setting funding for public health at appropriate levels and ensuring that it is subject to minimal ring fencing so that councils can respond in an innovative way to the challenges they face.

The report was launched in the House of Lords and a number of cabinet members from boroughs and a number of Parliamentarians attended. The latter included shadow ministers in the House of Lords and Commons as well as members of all party health groups and select committees from all parties. These contacts were useful to us in the work on the draft Care Bill and has helped us to make useful contacts in advance of the important Care Bill itself starting its Parliamentary progress.

London Councils will carry out further research to support improved planning, funding and delivery of adult social care in the capital.



A case for sustainable funding
for adult social care



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Policing and crime



Crime consistently rates highest among Londoners' concerns and is a key influence on how people feel about the areas they live and work in. London Councils works with the boroughs to help them build safer and stronger communities. We aim to ensure that the interests of Londoners, and their councils, are fully recognised in the development of community safety policies, and in the allocation of funding.

Our policy team works on a range of issues including, policing accountability, violence against women and girls, anti-social behaviour, anti-violence and reducing re-offending.

In 2012/13 we have:

- Facilitated pan-London cooperation and preparations to contribute to the trouble free and successful 2012 Olympic and Paralympic Games.
- Ensured a strong borough voice in the debate on the reshaping of the Metropolitan Police Service and the drafting of the first London Police and Crime plan.
- Negotiated a protocol with the Metropolitan Police Service to cement commitments on the appointment and tenure of Borough Commanders.
- Raised the profile of borough work to engage the voluntary and community groups in making better local decisions on allocating scarce resources.
- Showcased borough practice on tackling crime and promoting community safety, through series of online case studies, publicity and event.

Housing and planning

There are 8.2 million people living in London today (2011 Census) and the capital's population is expected to increase to 9.4 million by 2021. London needs to build at least 40,000 new homes every year just to keep pace with demand, yet fewer than 20,000 homes were built in the capital in the past year. Even based on optimistic assumptions regarding the existing targets being met, the gap between the number of new households and the number of new homes being built will be more than 249,000 by 2020.

London Councils has been working with boroughs and actively lobbying to find solutions to London's housing shortfall.

London Councils is an important voice on the Mayor's London Housing Board. We are mobilising the work of boroughs in joint pitches to government on issues such as affordable housing and investment in the Private Rented Sector. In 2012/13 we have:

- Worked with the GLA to set up the London Development Panel, meaning that boroughs, along with 90 other public sector bodies, can for the first time use the panel to access 25 developers, reducing time and costs when procuring developers to undertake major regeneration projects.
- Helped boroughs analyse approaches to using Housing Revenue Account (HRA) freedoms.
- Lobbied government on the abolition of the Borrowing Cap and seeking more freedom for boroughs to use HRA headroom more creatively, gaining the support of the Homes for London Board, the Mayor and the London Finance Commission.

- Made the case on behalf of London authorities that proposals to impose a centralised system of assessing planning performance is an excessive and counter-productive measure.
- Held discussions with CLG to promote a programme of action to help bring more private landlords back into the social housing market.
- Hosted a major conference with the Homes and Communities Agency (HCA) and the GLA to bring together boroughs, developers and other public sector bodies to promote the co-ordinated use of public sector land for new housing.
- Worked with the GLA and boroughs to establish a financially secure successor to the Seaside and Country mobility scheme for older Londoners under-occupying their homes who wish to move out of the capital.
- Successfully lobbied CLG to introduce amendments to the existing Community Infrastructure Levy (CIL) regime that allowed boroughs an extra year to have a CIL tariff regime in place, as well as other steps to safeguard borough interests and increase certainty in the CIL process.



Transport and environment

London Councils works with boroughs and develops policy on a range of environmental and transport challenges affecting the capital, including waste and recycling, local environmental quality, air quality, climate change, energy and sustainability, water and sewerage and flood risk management and issues across the transport agenda.

The Transport and Environment Committee (TEC), a statutory committee of councillors from the 33 London local authorities, governs our work in these areas and sets priorities. In 2012/13 we have:

- Helped steer new legislation through Parliament that gives London local authorities new powers to issue civil fines in relation to littering from vehicles and waste receptacles or 'bin fines'. The provisions became enforceable from June 2012 and only apply to London.
- Published case studies and held a roundtable event highlighting borough initiatives to help boost London's recycling rate.
- Worked with the GLA and the Energy Saving Trust to deliver the second phase of the London-wide RE:NEW programme to retro-fit thousands of homes with energy saving measures to reduce fuel bills and carbon dioxide emissions.
- Worked with 21 boroughs to deliver the Big London Energy Switch that offered Londoners the opportunity to save money on their energy bills by signing up to a collective energy auction.
- Jointly lobbied with Transport for London (TfL) on rail devolution in London to improve the existing rail infrastructure and standardise services across the capital.
- Undertook research into the London bus network to highlight potential improvements.



Services

London Councils provides a number of direct services for and on behalf of Londoners and London boroughs, where leaders have identified a joint benefit in central administration. The most widely known of these is perhaps the Freedom Pass, which provides free transport on almost all public transport in the capital to around 1.3 million older and disabled Londoners. The Freedom Pass is a much valued service for Londoners that has been run and paid for by London boroughs since 1986. In 2012/13 boroughs collectively contributed a total of £317 million for the Freedom Pass.

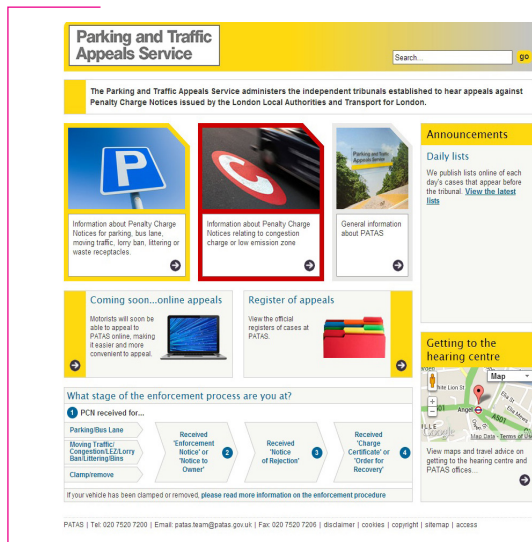
During 2012/13, we began to review older persons' eligibility for Freedom Pass to take account of pass holders who had died or moved out of London. Previously we had renewed passes every two years, but in 2010 to reduce costs we issued passes with a five-year life, so this 'mid-term' review was necessary to keep the database up-to-date and reduce the potential for fraud. The review was carried out using a data matching service which meant we only had to contact directly fewer than 7 per cent of pass holders to confirm eligibility, helping to reduce the cost to boroughs and the inconvenience to users.

Following a consultation exercise in summer 2012, London Councils' Transport and Environment Committee (TEC) agreed to introduce a £10 charge for replacing lost and faulty Freedom Passes from November 2012. Since then almost 24,000 have been replaced generating nearly £240,000 in income. Previously boroughs would have met the costs of these replacements themselves and so this income in effect reduces the amount boroughs have to pay for the administration of the Freedom Pass.

In addition to London's public transport, taxis are an integral part of the capital's transport network that are particularly valuable to Londoners who find buses and trains difficult to use. To ensure this service is available to those Londoners, London Councils runs the Taxicard service, which provides subsidised transport in taxis for people with severe mobility or visual impairments. There are around 100,000 Taxicard holders in the capital.



Taxicard holders make journeys in licensed London taxis and private hires vehicles, and the subsidy applies directly to each trip. The scheme is available to eligible Londoners 24 hours a day, 365 days a year. The scheme is funded by the participating London boroughs and the Mayor of London. London Councils' TEC manages the London Taxicard Scheme on their behalf. A new three year contract with CityFleet Networks Limited (formerly Computer cab PLC) began on 1 April 2012 offering improved services to Taxicard holders and savings to boroughs.



During 2012 we also negotiated a new three-year agreement with TfL for funding Taxicard, which not only gives a fairer balance of risks and costs between the boroughs and TfL, but also provides some stability for the medium term.

For car users in the capital, parking is a perennial issue. Londoners recognise that parking restrictions in an overcrowded capital are necessary to keep traffic moving, but are equally concerned that the parking penalty system is fair, transparent and that they have a right to an independent hearing if they feel they have been unfairly penalised.

Run by London Councils, the Parking and Traffic Appeals Service (PATAS) provides a free independent adjudication service for motorists to decide disputed parking and bus lane penalties issued by London local authorities.

PATAS aims to provide a fast and efficient service that gives fair and impartial decisions that are easy to understand. A team of independent adjudicators decides the appeals and can direct the local authority involved to cancel the penalty. Consultants to the former Lord Chancellor's Department have described PATAS as the 'most user-focused aspect of justice in the country'.

In 2012/13, parking and traffic adjudicators decided just over 55,000 appeals in relation to parking, bus lane and other moving traffic contraventions on behalf of boroughs and TfL, and 7,400 appeals in relation to Road User Charging, under contract to the Greater London Authority. PATAS has also put in place arrangements for considering appeals relating to littering enforcement by the London boroughs. PATAS operates the fourth biggest tribunal service in the country and one of the most cost effective tribunal services.

To extend the concept of an independent appeals service to non local authority-issued tickets, London Councils agreed with the British Parking Association (BPA) to establish a new appeals service in respect of parking charge notices issued to vehicles parked on private land throughout England and Wales. Agreement was reached to operate a service for three years and POPLA (Parking on Private Land Appeals) was formally launched in October 2012. Alongside the statutory tribunals already in place, the establishment of POPLA provides the last piece in the parking appeals jigsaw.

In its first six months of operation (1 October 2012 to 31 March 2013), POPLA decided 1,969 appeals, with 1,058 in favour of the motorist and 911 in favour of the parking operator. The POPLA annual report was launched by Transport Minister Norman Baker MP (pictured below left).



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To ensure health professionals attending emergencies in Londoners' homes are not inadvertently penalised by parking restrictions, London Councils also administers the Health Emergency Badge (HEB). Although this is not mandatory, all London boroughs have agreed to be a part of the scheme, which means health professionals displaying the badge when attending Londoners' homes will not receive parking tickets or be clamped or towed away.

London Councils also provides a central helpline service for motorists whose vehicle may have been towed away. The TRACE service offers a 24 hour, 365 days-a-year helpline that can locate any vehicle removed for illegal parking by any council in London. The TRACE service will advise which pound the vehicle has been removed to and provide information on the procedure for release. The service receives around 7,000 calls a month and has consistently met its target that 95 per cent of calls be answered within 12 seconds.

Lorry deliveries are an essential part of London's commerce but Londoners need to know that noise and pollution on residential streets are kept to a minimum, particularly during unsocial hours. To ensure residents are not kept awake by late night heavy good vehicles (HGVs), London Councils operates the London Lorry Control Scheme that regulates the movement of HGVs at night and at weekends through a system of permits. Enforcement of the scheme is carried out by a team of officers who patrol London and target specific locations where HGVs may be travelling at night or on weekends. The penalty charge is currently £550 for hauliers and £130 for drivers. As with a parking penalty charge, recipients can appeal their case to the adjudicators at the Parking and Traffic Appeals Service. London Councils has contracted with NSL to provide on-the-ground enforcement from 2 January 2013, which will result in further savings in administrative costs.

The London European Partnership for Transport (LEPT) helps boroughs access European funding for transport projects. In 2012, two further projects were agreed by the European Commission for LEPT to lead on, STARS and PTPCycle. These projects aim to increase the amount of cycling by school children and in residential areas.

London Councils is also home to other pan-London services, such as Notify2, an online service to prevent vulnerable children slipping through the net by notifying social services departments of their movements. Notify2 enables London boroughs to continue supporting homeless households moving to a new address.

London Care Services is another service provided by London Councils on behalf of boroughs to help find good quality accommodation for vulnerable children and adults away from home. Providers of foster care, residential care, residential special schools and residential family centres offer information about their services, quality, vacancies and price on a confidential website. The register is accessible by the 33 London local authorities and seven partner authorities (Buckinghamshire, Essex, Hertfordshire, Oxfordshire, Milton Keynes, Slough and Windsor and Maidenhead). Through London Care Services, London Councils has negotiated savings averaging £10 million per year in the costs of children's care placements, equivalent to £300,000 per borough each year.

London Councils is also home to Capital Ambition, the improvement and efficiency programme for London boroughs. At a time of economic austerity, Capital Ambition helps build on councils' efficiency and effectiveness by enhancing collaborative procurement; developing shared services; supporting the redesign of services and assisting with the implementation of major policy programmes.

Through London Care Services, London Councils has negotiated savings averaging £10 million per year in the costs of children's care placements, equivalent to £300,000 per borough each year.

In February 2013 Capital Ambition announced a new programme in partnership with Ernst & Young to help councils work with the commercial sector to make savings and deliver better services.

Known as London Ventures, the new programme seeks to better understand local service needs in London and match the right private and third sector partners with local authorities. By acting as a strategic broker between partners the programme aims to drive opportunities for innovation and ensure more savings are delivered.

London Ventures is the next step in the success of the Capital Ambition programme, which between 2008 and 2013 has helped fund projects in all 33 London councils to achieve savings of more than £75 million. Projects, for example, include the London Energy Project, Transforming Highways, ICT e-auctions and Programme Athena, a London-wide shared ICT solutions approach. By 2016 the programme is forecast to deliver total savings of £357 million.

During 2012/13 London Councils also re-launched its programme of grants to voluntary organisations, following a period of review and reductions in scale. The £8 million programme has four priorities:

- Reducing homelessness
- Reducing the scale and impact of sexual and domestic violence
- Reducing worklessness (with ESF support)
- Supporting London's voluntary sector.

A total of 35 new commissions have been let for London-wide aspects of these services, which complement those provided by boroughs and others more locally.

This programme will run until the end of 2014/15 and will be reviewed in the autumn of 2014.

Subject to funding being available and the performance of the commissions, it is hoped to extend these for a further two years.

London Councils is a recognised co-funder for ESF programmes as a result of our grants programme. This enables boroughs to access further elements of ESF funding to support local projects.

Overall, since 2010 the administrative costs of operating London Councils' services have been cut by more than 25 per cent.

Keeping you informed

Each week, our e-newsletter 'Key Issues' updates more than 7,000 members and stakeholders on key London local government developments and news from London Councils. You can sign up at www.londoncouncils.gov.uk

London Councils produces around 100 email briefings a year for elected members on a range of policy and service issues. Members can personalise their preferences to receive briefings on as many or as few topics as they wish at their exclusive website members.londoncouncils.gov.uk

London Councils produces a range of reports and publications designed to highlight key challenges facing London and the innovative work and potential of boroughs to address them.

London Councils also runs a number of awards on behalf of boroughs that highlight their work, including:

The London Borough Apprenticeship Awards:

These Awards were set up in 2011 to showcase the value of apprenticeships to London boroughs, how staff have contributed to apprentices' success, and how boroughs are maximising the apprenticeships that are created with contractors and suppliers. A wide variety of outstanding applications were received for the Awards this year, with the winning councils being Bexley, Croydon and Islington.

The London Safeguarding Children Awards are run by London Councils on behalf of the London Safeguarding Children Board. The awards showcase good and promising practice in safeguarding and child protection, as well as promoting shared learning between colleagues and agencies. The 2012 Award was won by Barnet Youth Shield. Led by young people from Barnet, Youth Shield have carried out research with hundreds of children and young people to build a detailed picture of child safeguarding in the borough.

The Andy Ludlow Homelessness Awards have been the foremost awards recognising innovative work to tackle homelessness in London for more than a decade. London Councils administers the awards, which are funded by the London Housing Foundation, London boroughs and Shelter. In 2012, the London Borough of Haringey's Domestic Violence Advice and Support Centre, Hearthstone, won the top prize of £30,000.

Borough councillors and senior staff all received a free copy of the 2013 London Government Directory produced in association with the London Communications Agency.

We participate in, and support, a wide-range of professional networks for senior officers. We also help relevant portfolio holders on key issues at selected times.

Finally, our **Annual London Summit** is free to all London members and senior officers. Last year's event was on 17 November at The Guildhall where the keynote speaker was the Mayor of London, Boris Johnson.



London Councils' costs

Over recent years London Councils has been engaged in a sustained attempt to reduce the cost of the organisation to member boroughs. We have undergone a very significant change programme, operating with close to half the staffing establishment of five years ago. We have also outsourced a significant number of support, back office and direct service administration tasks.

In the past two financial years in particular, boroughs will have seen:

- a 33 per cent reduction in the core subscription
- a 25 per cent reduction in the TEC parking core subscription
- an average reduction of 66 per cent in contributions to the Grants Programme
- a 40 per cent reduction in the costs of administration of the Freedom Pass
- a 27 per cent reduction in the costs of administration of Taxicard
- an average reduction of 76 per cent in contributions to the administration of the London Lorry Control Scheme.

The budget for 2013/14 was agreed by Leaders' Committee in December 2012. It reported a further range of reductions to the costs of direct and traded services. In particular, further savings will be realised as a result of the outsourcing of the enforcement of the London Lorry Control Scheme and further efficiencies delivered in the Parking and Traffic Appeals Service. The Committee also decided to repatriate £25,000 to each borough from Joint Committee Reserves.



London Councils' executive members 2012/13

Our Leaders' Committee, which consists of the Leaders of London's 33 councils, meets at our London Bridge office eight times a year to discuss and agree policy issues of importance to Londoners. In June each year the Leaders' Committee elects a Chair, Deputy Chair and Vice Chairs for the organisation. A cross-party Executive, chaired by Mayor Jules Pipe, acts as a forum for more detailed policy development and reports to the Leaders' Committee.

The Executive is made up of 11 councillors in proportion to party representation on London Councils. Our leading members and their portfolios in 2012/13 were:

Mayor Jules Pipe (Lab)	- Chair of London Councils
Cllr Claire Kober (Lab)	- Deputy Chair and Executive member for crime and public protection
Cllr Teresa O'Neill (Con)	- Vice Chair and Executive member for health
Cllr Derek Osbourne (Lib Dem)	- Vice Chair
Mark Boleat (Ind)	- Vice Chair
Mayor Sir Steve Bullock (Lab)	- Executive member for housing
Cllr Stephen Carr (Con)	- Executive member for corporate policy and projects
Cllr Ravi Govindia (Con)	- Executive member for adult services
Cllr Peter John (Lab)	- Executive member for children's services and skills and employment*
Cllr Chris Roberts (Lab)	- Executive member for economic growth and regeneration
Cllr Catherine West (Lab)	- Chair of London Councils' Transport and Environment Committee
Deputy Edward Lord OBE	- Lead member for improvement
Cllr Paul McGlone (Lab)	- Chair of Grants Committee
Cllr Marie Pye (Lab)	- Lead member for equalities

*This role was carried out by Cllr Steve Reed until his resignation in October 2012.

Income and Expenditure

London Councils' income and expenditure budget 2012/13

Expenditure (£)

Employee costs	5,005,000
Running costs	2,874,000
Direct services - Parking and traffic	12,015,000
Direct services - European contract	102,000
Improvement and efficiency	372,000
Payments in respect of Freedom Pass and Taxicard	331,611,000
Commissioned grant payments	11,845,000
Young People Education and Skills (YPES) regional/provider activity	238,000
Commissioning and Research	631,000
Other operating expenditure	119,000
	364,812,000

Income (£)

Contribution in respect of Freedom Pass and Taxicard	331,663,000
Borough contribution towards commissioned grant payments	11,000,000
Direct services - Parking and traffic	12,786,000
Borough contribution towards YPES activity	132,000
Core member subscriptions	6,252,000
Government grants	1,609,000
Other income	650,000
Use of Reserves	720,000
	364,812,000

Images

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