

LONDON COUNCILS

# ANNUAL REVIEW

2013/14



LONDON  
COUNCILS

# Foreword

Looking back over the past year it is good to be able to highlight some tangible successes that have strengthened the boroughs' ability to serve their residents: from heading off a threatened £37 million funding cut to local transport projects; securing an uprating of half of London's Local Housing Allowance (LHA) rates by 4 per cent rather than 1 per cent (the only exception allowed in England), to the acceptance by the government of the need for three year schools capital allocations and, once more, the government recognising our arguments for increased funding for school places in London.

By the end of the coming financial year, however, core funding for local government will have reduced by £10 billion, or 34 per cent since 2010/11. The reality is that austerity will be with us for a long time yet.

The passage of the new Care Act saw London Councils dedicated to establishing credible financial arguments to ensure that the boroughs are fairly funded for their adult care services – which make up almost one third of a council's budget. These arguments are beginning to be heard within central government and the next year will be spent pressing them home.

The past year has also seen a momentum building in favour of devolution of powers and resources to local level. London Councils has been at the forefront, working with the Mayor of London and England's Core Cities to ensure that the voice of the boroughs is heard clearly in these debates around the transformation of public services and devolution in England.

London's population is set to exceed 9 million by 2020, so London local government faces the considerable additional challenge of managing the reduction in resources while meeting expectations and demands from a rapidly growing population.

Devolving decision-making and commissioning powers to enable councils to integrate services such as employment support at local level is essential if boroughs are to be able to make the required saving and improve outcomes for residents and communities. These arguments formed an important part of our work on the London Enterprise Panel's Growth Deal for London, on which London Councils' officers worked with officers from boroughs and from the GLA to deliver and ensure that the contribution of the boroughs as key partners in the government of London was recognised and built upon.

Whatever the outcome of the debates in the run up to the General Election of May 2015 London Councils is dedicated to ensuring the best possible future for democratically-led local governance in London.

This review also covers how London Councils has been reviewing and improving the direct services it delivers to Londoners on behalf of boroughs to ensure better services for customers and better value for money for boroughs.

London Councils is dedicated to ensuring the best possible future for democratically-led local governance in London.



Of course this annual review covers the period just before the London local elections which took place on 22 May 2014. It is appropriate to offer congratulations to those members who were re-elected and to welcome the hundreds of new members elected to serve their local communities for the coming years.

We also offer our thanks and good wishes to all those who have served London so conscientiously in elected office and who ceased to serve as councillors this May.

We look forward to working with you all and in the meantime I commend this annual review to you as a measure of what can be achieved when boroughs work together.

**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.

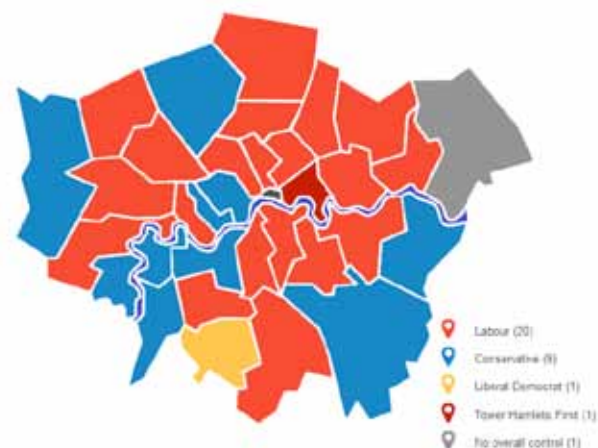
London Councils runs a number of direct services for member authorities including the Freedom Pass, Taxicard and Health Emergency Badge. It also runs an independent parking appeals service and a pan-London grants programme for voluntary organisations.

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, which comprises the Leaders of all of London's local authorities. There is also a cross-party Executive, which guides the organisation's day-to-day work.

## 2014 results

Following the May 22 elections, Labour hold political control of 20 boroughs, Conservatives have nine, and Liberal Democrats and Tower Hamlets First both have one. In Havering no group has overall control. Click a borough for more detail.



Previous elections



# 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 (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.

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

**London Health Board**, jointly established by London Councils, the Mayor of London and key health partners, the board provides leadership on health issues of a pan-London significance, where this adds value to decisions agreements and actions at local level.

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



# Advancing London local government

Member authorities 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 negotiation or 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 run. We then ensure that information is 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 has developed a series of shared governance arrangements with the Mayor, Transport for London (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 Crime Reduction Board
- London Enterprise Partnership
- London Health Board
- London Housing 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.

London Councils, in conjunction with the Mayor and key health partners, was instrumental in the establishment of the London Health Board (LHB). The LHB's role is to provide leadership on health issues of pan-London significance, where this adds value to decisions, agreements and action at local level. It will make the case for appropriate resourcing of the London health economy, ensuring that the importance of London's health, and its medical research centres, to the national economy is fully recognised.

*Ed Timpson MP, Minister for Children and Families  
speaking at the London Care Services Conference*



In London, local authorities are working together to identify and implement improvements with both regional and sub-regional partnerships, and that includes partnerships with the voluntary sector.

**Ed Timpson,**  
Minister for Children and Families

More recently, London Councils has been actively engaged in negotiations to develop a Growth Deal for London as part of our overall programme to pursue opportunities for financial and wider devolution to London.

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 annual review outlines our main activities and achievements across all our areas of work in 2013/14.



# Resources

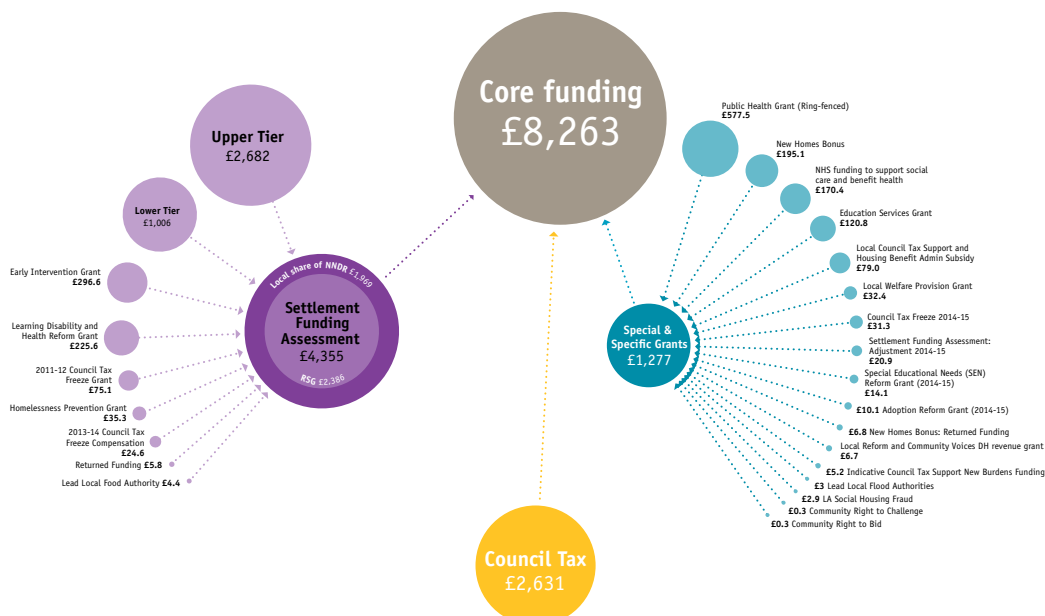
Ensuring that the boroughs have enough resources to deliver and improve services for Londoners and maintain the environment and the places where we live is central to London Councils' work.

We make the case for London local government in terms of both specific funding streams and its overall resource base. In our formal response to the Local Government Finance Settlement, London Councils issued a stark warning that year-on-year cuts to funding are unsustainable, and highlighted a number of specific concerns demonstrating that London local government is shouldering a disproportionately large share of the overall reductions in funding.

London Councils' Fair Funding team work with and on behalf of boroughs, producing research, technical papers and analysis which is used to influence government thinking on all aspects of local government finance. The team works closely with finance officers within councils, and with the various professional networks, including the Society of London Treasurers, the London Finance Advisory Committee and London Finance Officers Forum. The analysis and co-ordination of the London Councils team allied to the political leadership of members in taking this forward with the government has been an essential element to support and maximise the impact of the influencing work by the boroughs themselves.

This influence is supported by targeted media work in key media such as the Evening Standard, Financial Times and BBC.

Where the money comes from – London local government funding 2014/15 (£m)\*



\* This figure excludes direct, ring-fenced funding for education, namely the Dedicated Schools Grant (DSG) and the Pupil Premium

Figures may not sum due to roundings



In May 2013 the London Finance Commission, chaired by Tony Travers, set out clear arguments for fiscal devolution and greater powers for London local government over key services. London Councils played a key role in supporting the Commission. Mayor Jules Pipe and Cllr Teresa O'Neill sat on the Commission with two serving and two former chief executives from London boroughs. London Councils officers provided essential technical support and our communications team played an important role in securing media coverage of the report and its proposals.

Building on the principles of greater fiscal autonomy, the London Enterprise Panel's Growth Deal for London in April 2014 marked the end of months of detailed work by London Councils along with the Greater London Authority, individual councils, groups of London boroughs and the London Enterprise Panel (LEP).

The submission makes the case that nothing short of the complete remaking of public services in the capital is needed if London's current success is to continue into the next decade, and argues that the way to meet the unique challenges ahead is by a greater devolution of integrated commissioning for a wide set of local public services.

These include: employment support for jobseekers; greater influence over delivery of the careers service; continued reform of the housing finance system, including the lifting of the HRA cap; and the transfer of government land holdings for housing.

In conjunction with the Core Cities Group (Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield) and the Mayor of London, in October 2013 London Councils supported the launch of *City Centred* to press home the case for greater devolution of finance and key services. In addition, London Councils is supporting, with the LGA, Core Cities and GLA, the Cities Growth Commission chaired by Jim O'Neill, former Chairman of Goldman Sachs, which is examining how growth in England's cities can build on recent progress towards devolution, including the London Finance Commission.

### **Adult Social Care**

In the last year, London Councils has developed the most credible model of the financial costs of the new Care Act and used this to highlight a new burdens funding pressure in London of £90 million in 2015/16 and further new burdens of at least £738 million between 2016/17 and 2019/20 (total funding pressures over this time rise to £1.14 billion taking account of demographic pressures and inflation).



*London Councils Chair Mayor Jules Pipe and LSE Director Professor Travers at the launch of the London Finance Commission report.*

### School Places

London Councils' work has been recognised nationally as helping attract a significant amount of additional resource for school places. While boroughs have lobbied themselves, 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 essential. In 2010/11, London's share of funding was 26 per cent. By the end of 2016/17, London would have received 35 per cent of the overall funding pot, marking a significant success in gaining recognition of the pressures facing London boroughs. The government's Basic Needs Allocation announced in December secured £532 million for new school places in London over two years, which included a 3 per cent uplift for London for the first time in recognition of London's higher costs.

### Housing Investment

Throughout 2013/14 we have continued to be at the forefront of the debate on housing investment in London, developing a sophisticated model to ensure an accurate picture of London's housing need by 2020 and the range of actions required to meet this challenge.

In 2013, the government announced that it would be removing a proportion of New Homes Bonus from borough control, transferring it to the London Enterprise Panel. London Councils has worked with the GLA and DCLG to maximise borough influence over the £70 million topslice of New Homes Bonus (NHB). The DCLG has indicated that the London LEP would have to agree 100 per cent of NHB funding with boroughs, with boroughs getting back what they contributed to the New Home Bonus topslice as part of a strategic package of projects across London.

### Transport

TfL indicated that it planned to reduce the total amount of money shared between the 33 London local authorities for their Local Implementation Plans (LIPs) by £37 million from 2015/16. Proactive lobbying by the Chair of London Councils' Transport and Environment Committee (TEC) and other senior Members highlighted the risks to Londoners and the Chair was successful in obtaining a guarantee from the Mayor of London that funding would be maintained during his time in office.

### Welfare Reform

In the only exception permitted by central government, London Councils has secured the uprating of half of London's Local Housing Allowance (LHA) rates by 4 per cent, rather than 1 per cent, in mitigation of the impacts of London's divergent rents and LHA rates.



# Economic development

The boroughs have a vital role to play in creating the environment and infrastructures necessary for local economies to thrive, and to maximise the employment of residents and the prosperity of their communities. Policy priorities for London Councils in 2013/14 included:

- Improving the effectiveness of employment programmes in London.
- Improving the skills system for the capital's employers and residents.
- Driving local economic growth through high streets and town centres, and supporting boroughs to develop infrastructure projects to generate economic growth.

We also worked on influencing the development of the EU Structural and Investment Funds programme for 2014-2020 in London and supporting boroughs to create good quality apprenticeships, particularly through procurement and engaging employers to generate apprenticeship opportunities for 16-18 year-olds.

In 2013/14 we completed the following work on behalf of member boroughs:

- Developed a robust case for devolution of employment programmes to groups of boroughs contained in the Growth Deal for London. This included, for example, the publication of *The Missing Link: An Analysis of Work Programme Performance*, which highlighted the much higher success rates of local rather than national schemes in getting Londoners back into work.
- Championed the boroughs' role in ensuring their residents have the right skills to compete for jobs, as well as helping local businesses meet their skill needs, and lobbied for changes to incentives for providers, as part of the Growth Deal for London.

Between April 2012 and March 2013 fewer than 5 per cent of the most vulnerable people in the capital referred to the Work Programme got a job while some council-run schemes were reporting 37.5 per cent success rates over the same period.

**The Missing Link,**  
London Councils, July 2013



*Celebrating boroughs' achievements in our annual London Borough Apprenticeships Award (above) and our first Small Business Friendly Borough Awards (right), in partnership with the Federation of Small Businesses.*

- Negotiated the principles and process for allocating the top slice of New Homes Bonus (NHB) via the London Enterprise Panel (LEP) so that boroughs remain at the heart of this process and will develop a strategic package of proposals.
- Influenced the LEP's Strategy for European Structural and Investment Funds in London and helped to secure the boroughs' lead role in developing the Skills Funding Agency's adult skills provision under the European Social Fund (ESF). This should mean a more direct influence for boroughs on at least £90 million of ESF expenditure in 2014-2020 for London boroughs.
- Worked with seven London boroughs using funding from the National Apprenticeship Service to create 615 apprenticeship vacancies for young Londoners among mainly small businesses. The project highlighted the important role boroughs can play in promoting apprenticeships locally and the independent evaluation found the investment in these projects demonstrated very good value for money.
- Celebrated boroughs' achievements in our annual London Borough Apprenticeships Award and our first Small Business Friendly Borough Awards, in partnership with the Federation of Small Businesses.
- Created a database of resources that demonstrate the impact that culture and leisure services in London can have on economic and social outcomes.

# Welfare reform

Londoners need a benefits system that supports them and meets their needs, and that is simpler and makes work pay. London Councils broadly supports welfare reforms that meet these objectives. We are concerned that the reforms risk a considerable cost shunt from central government to local authorities and, given that they disproportionately affect London households, are a major issue for vulnerable Londoners and the capital's local authorities.

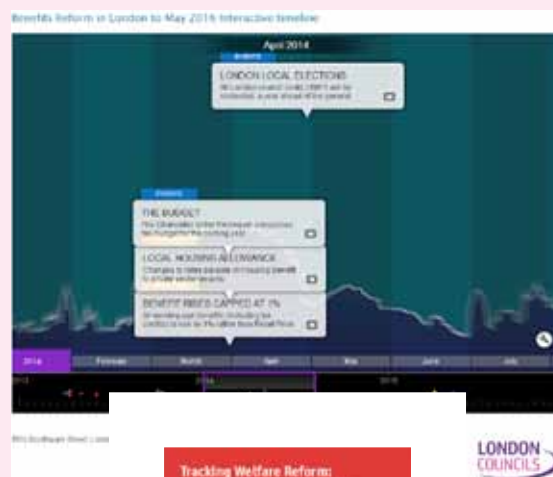
London Councils is tracking these reforms with ongoing policy and research work illustrating how this will affect London boroughs' resources and the lives of Londoners.

London Councils has published a series of reports and analysis tracking in detail the emerging picture of the impacts of welfare reform in the capital in support of our arguments for reforms to be tailored to recognise the unique challenges that London faces. Throughout 2013/14 we continued to press government to recognise that locally-led 'wrap-around' services will be crucial to get more Londoners from welfare to work.

Our analysis in 2013/14 has highlighted unintended consequences and flagged up dangers in the process of reform that we are calling on government to mitigate, these include:

Despite reforms to the Local Housing Allowance (LHA) that introduced a rent 'cap', some boroughs have seen rents rise by over 20 per cent in recent months. Just under half of all households to have their benefit capped live in London, and nine out of 10 local authority areas most affected by the benefit cap are in London.

Working households accounted for 90 per cent of the growth in housing benefit in outer London, where the rise in those claiming benefits is highest, and more than two-thirds of the growth in housing benefit receipts are in the private rented sector. An additional £25 million – equivalent to double the monthly cost of emptying the city's bins – has had to be paid out by London's local authorities in the wake of the benefit cap.





# Children's services and schools

Our children and young people team co-ordinates policy work and represents the interests of boroughs on a pan-London basis relating to all aspects of children's services. We work closely with groups such as the Association of London Directors of Children's Services (ALDCS) on a broad range of issues relating to children, young people and their families.

In 2013/14 we completed the following work on behalf of member boroughs:

- Commissioned and publicised a YouGov attitudinal survey that provided tangible evidence of the high levels of support among London parents for a local government role in ensuring standards in all schools, including academies and free schools.
- Oversaw the roll-out of Multi-agency safeguarding hubs (Mash) in all London boroughs to streamline referral processes across child protection services. All but one were established by April 2014. The first independent report into the effectiveness of Mash across five London boroughs revealed that it had improved turnaround of cases and referrals significantly.
- Set up the pan-London adoption project, funded by the boroughs, to improve adoption support and address challenges facing adoption services in London.
- Worked with key stakeholders including ALDCS to secure funding from NHS England to support the transfer of health visitor responsibilities to local authorities across the capital.
- Continued to promote ideas and best practice to improve child protection in the capital through the London Safeguarding Children Award (won in 2013 by Merton Safeguarding Children Board's Promote and Protect initiative)

Strenuous efforts by London boroughs have allayed fears of a city-wide crisis in primary school places.

**The Guardian,**  
16 April 2014

”

- Jointly developed a toolkit with ALDCS to facilitate further sector-led improvement initiatives to track, support and drive up school standards across London.
- Supported ALDCS with their preparation for the new Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers.
- We have worked to influence DCLG on the shape of the extended Troubled Families programme so that it will include more families who have complex and multiple problems and which will be much more flexible in recognising local priorities.

## A good school place for every young Londoner

We have been highlighting the growing problem of school places shortages in the capital for a number of years and have been successful in securing some additional resources toward mitigating the issue – including an additional £532 million over two years to help create additional primary school places from September 2015.

In the most recent Basic Needs Allocation, the government recognised the higher costs London boroughs are facing by introducing a 3 per cent uplift for the capital for the first time. The two-year funding allocation allows boroughs to plan ahead, especially as the pupil pressure moves from primary to secondary.

However it is clear that meeting the growing demand for school places in the capital will continue to be a pressing challenge for all boroughs. In 2012/13 our analysis identified that, while councils have strategies in place to create



additional places, the £9,000 cost per pupil that they are spending subsidising insufficient school places funding by government is placing unprecedented pressure on councils' already squeezed budgets.

A further 83,470 school places need to be created between 2014 and 2017, equivalent to 151 full size football pitches. Between 2010 and September 2013, boroughs created more than 46,039 school places, equivalent to 1,535 classrooms, but more funding is needed to continue this expansion.

Despite the increased pressures, co-ordinated work by London boroughs through the pan-London Admissions Board continued to ensure that as many parents as possible secured their preferred choice of school. Figures released by the board show that 92 per cent of London pupils starting primary school, and 90 per cent starting secondary school in September 2014, were offered a place at one of their top three preferences.

# Young People's Education and Skills Board

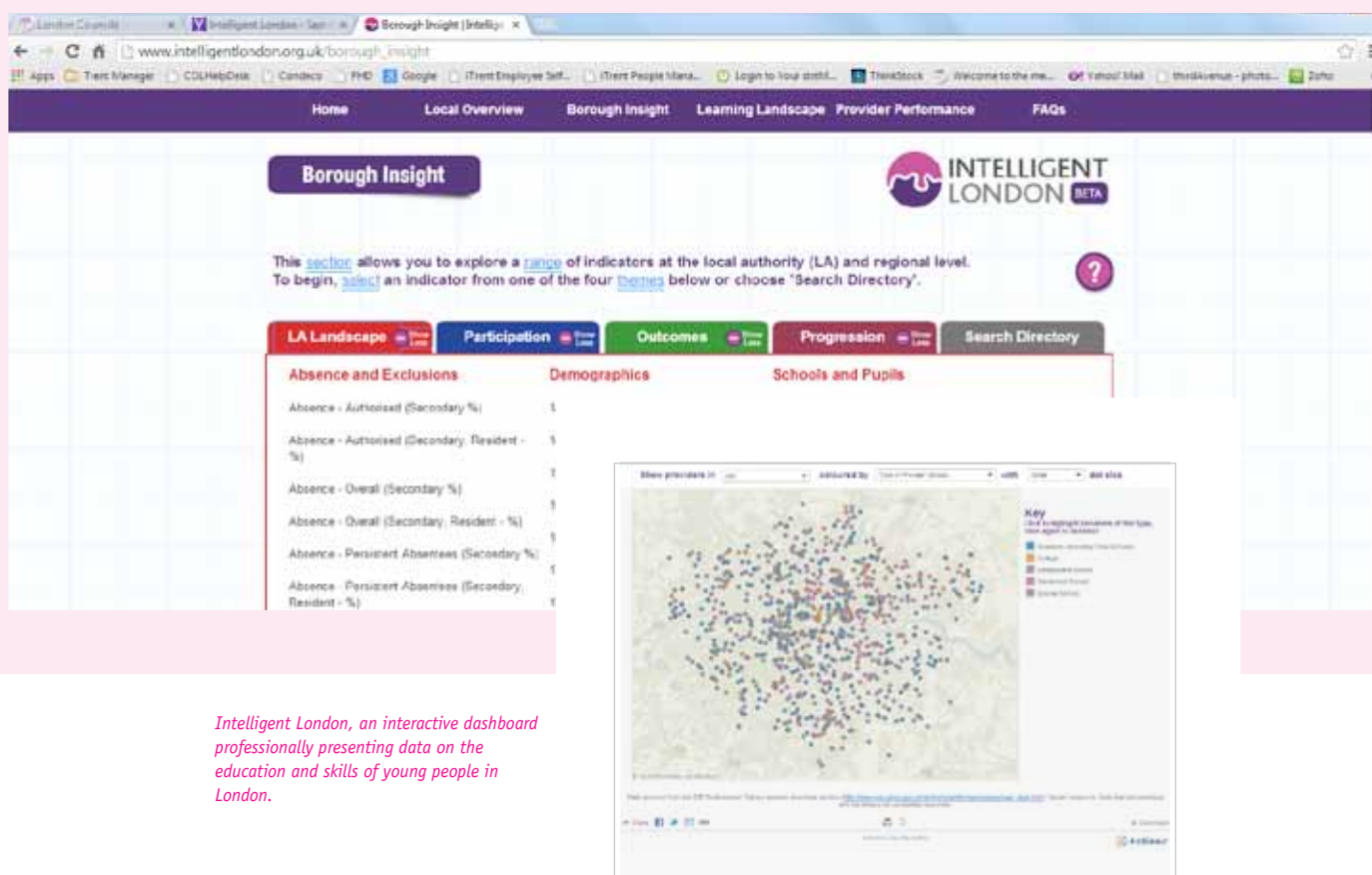
London Councils hosts and supports the Young People's Education and Skills Board, the lead strategic body for 14-19 education and training services in London. It provides pan-London leadership for 14-19 education and training provision in relation to the current and future needs of learners and employers,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



YPES works for London's boroughs; guiding and supporting them in their local commissioning. Working closely with the London Enterprise Panel, it brings together key stakeholders from across London to help set the regions' priorities to influence and shape the learning provision on offer to young people. In 2013/14 we completed the following work on behalf of member boroughs:

- Made strong London representation to government on qualification reform, apprenticeships and performance measures.
- Supported London Boroughs to secure £7.8 million Demographic Growth Capital Funding, resulting in an additional 200 places for learners with special educational needs.
- Effectively lobbied on behalf of local authorities for improvements to careers guidance for young people and the protection of funding for full-time 18-year-old students.
- Published the first report of the Institute of Education research into 17+ participation, attainment and progression in London.
- Through the effective governance and leadership of the YPES Board, achieved high level of agreement on the priorities for action to improve learning outcomes for young people in London.

- Published *Pioneering Careers Work in London*, a 10 point plan to support schools and colleges in London to deliver high quality careers work.
- Shaped the high level priorities for the future £129million ESF Youth Programme (the Youth Employment Initiative) ensuring the views of London's local authorities were strongly influential.
- Developed the Pan London Early Leavers Process, a secure pan London data portal to support the implementation of Raising the Participation Age.
- Provided a valued and highly credible source of support and information through the launch of *Intelligent London*.
- Through a programme of Raising the Participation Age support, helped local authorities to increase the participation of 16- and 17-year-olds to over 90 per cent.
- Sponsored Skills London; the largest jobs and careers fair and supported the London Enterprise Panel with regional labour market information through developing *Skills Match*.



*Intelligent London, an interactive dashboard professionally presenting data on the education and skills of young people in London.*

# Health and adult care

The boroughs have longstanding responsibilities for adult social care that are facing significant challenge from financial and demographic pressures and considerable change with the advent of the Care Act 2014, as well as widened health responsibilities flowing from the Health and Social Care Act 2012, that came into effect from 1 April 2013. These include new public health functions and responsibility for establishing Health and Wellbeing Boards.

Our policy work on health and adult services has had three main focuses over the last year: making the case for sustainable funding for adult social care; influencing the implementation of NHS reforms, including through effective pan-London governance, and relationships to support local delivery; and supporting the development of health and care integration. We work closely with chief executives, the Association of Directors of Adult Social Services (ADASS) and Association of Directors of Public Health (ADPH) in London, as well as NHS England, Public Health England and the Office of London Clinical Commissioning Groups (CCGs).

In 2013/14 we completed the following work on behalf of member boroughs:

- Published a report setting out the cost implications of delivering the adult and social care reforms. London Councils has consistently been ahead of others nationally in analysing the potential costs of implementing the Care Act 2014 and using this as a platform for successful lobbying throughout its passage as a bill in Parliament.
- Established, with the GLA, NHS England (London Region), CCGs and Public Health England, a London Health Board. We have supported the five Leaders who sit on the Board, chaired by the Mayor, to steer its work to add value to local activity through work on five priorities: making the case for London, mental health and wellbeing, transparency and data sharing, improving primary care, and maximising the economic benefits of the life sciences sector.



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Public health

Directors of public health

Full of service


Public health

Directors of public health


## Public Health Good practice

London Councils with input from the Association of Directors Public Health (London) made a call for evidence in the autumn of 2013 to identify examples of good practice from London boroughs in tackling public health challenges and protecting the public health of their local populations.


The purpose of this exercise was to show examples of activity which demonstrate the benefits of commissioning responsibilities for public health coming to local authorities, helping us to communicate how and why councils are best placed to commission and deliver on a range of public health responsibilities.



Review of HIV Epidemiology in London



London HIV Prevention Mapping



HIV Prevention Needs Assessment for London

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- Established and supported a London Health Chief Officers' Group, chaired by a chief executive with engagement from fellow chief executives and directors, the regional directors of NHS England and Public Health England, representatives of the CCGs and other key voices.
- Established and steered a multi-partner steering group that oversaw the allocation of £66,000 regional health improvement funding from the Department of Health/LGA, supplemented by £39,000 from NHS England (London Region), for facilitation support to 17 London Health and Wellbeing Boards.
- Supported the creation by Directors of Public Health of an ADPH London network and host their programme support.
- Supported the successful transfer of public health to local government from 1 April 2013 and subsequent settling-in of new responsibilities.
- Secured agreement from Leaders' Committee to support a £3.4 million London HIV Prevention Programme, to supplement locally commissioned services.
- Established a London Sexual Health Group providing a pan-London forum to bring together representatives of commissioners, providers and clinicians/experts with the aim of developing a joint vision.
- Established, jointly with NHS England, the Department of Health and ADASS, a London Health and Care Integration Collaborative to support the delivery of integration at pace and scale locally through sharing information and good practice, joint problem solving and influencing government and NHS England decisions.
- Secured a joint regional process with NHS England for the assurance of draft and final Better Care Fund plans, to ensure that local government perspectives and the needs of adult social care were effectively taken into account.

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# Policing and crime

We aim 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.

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

The team also plays a key role in ensuring London is fully prepared for terrorist attacks or other major emergencies in London. In 2013/14 we completed the following work on behalf of member boroughs:

- Published detailed analysis of government plans to privatise the supervision of low and medium risk offenders on probation that made a number of recommendations ahead of a Parliamentary debate on the issue. The report, *Reducing Reoffending in London; why investing in local solutions will deliver* made the argument for any new providers to work with existing successful partnerships.
- Subsequently, we worked with partners to ensure London local government is embedded in the process of selecting providers and shaping new governance arrangements

- London Councils worked with the Metropolitan Police to ensure continued prioritising of minimum levels of continuity among Borough Commanders and council influence in the specification of postholders.
- Jointly lobbied, with LGA, Brake, Living Streets, RNIB and British Parking Association, to oppose government changes on the use of CCTV that would make it harder for communities to reduce crime and dangerous driving.
- Conducted a survey of all heads of community safety in the 32 London local authorities and the City of London exploring challenges around mental health and anti-social behaviour. The report's findings and recommendations were shared with members and officers at a dedicated event.
- Building on this work, we secured agreement with the London Crime Reduction Board (LCRB) to adopt tackling anti-social behaviour (ASB) as a strategic priority, with a supporting programme of work.



# Housing and planning

London Councils has been at the forefront of highlighting London's housing crisis and supporting boroughs in managing the impact of the crisis. This year we have drawn together detailed data and analysis to build a comprehensive picture of the current and projected housing shortfall in the capital. Our modelling demonstrates an existing backlog of 283,000 homes and projected need for an additional 526,000 new homes in London by 2021, just to keep pace with population growth. London Councils' projection of the need to build more than 810,000 new homes by 2021 has been widely reported and accepted as one of the most credible and authoritative estimates of need.

In 2013/14 we completed the following work on behalf of member boroughs:

- London Councils developed a comprehensive housing need modelling tool, which accurately defined London's housing and demand pressures, based on developed methodology around projected population increase and unmet housing need. The results were used to support a persuasive case for the increasing new housing delivery in London.
- As a result of continued pressure from London Councils and other stakeholders for the removal of the borrowing cap, the government announced in the Autumn statement 2013, that it would increase the HRA borrowing limits by £150 million in 2015/16 and 2016/17 respectively. The funding would be allocated on a competitive basis and agreed by LEPs.
- Hosted a successful Westminster debate, drawing together experts to discuss London housing challenges with speakers including Rt Hon Alan Johnson MP and Tony Pidgley CBE, chairman of the Berkeley Group.
- Supported the London Housing Directors to improve transparency and coordination between boroughs around the movement of homeless households by developing an advice note on out-of-London placements, which received positive feedback from authorities and the DCLG.

- Strengthened relationships with south east local authorities through meetings between London Councils and the South East Strategic Leaders concerning the placement of households outside of London. Direct engagement has also been managed on a pan-London basis by London Councils, along with a number of local authorities in the south east and beyond.
- Developed an improved placements monitoring regime and facilitated dialogue between boroughs through the inter-borough accommodation agreement.
- Commissioned and publicised polling highlighting that housing is now Londoners' number one issue (overtaking crime) and prompted debate with our discussion paper – The London Housing Challenge – outlining 10 measures that could start to address London's housing crisis. The paper was used to spark discussion at all three main party conferences.
- In August 2012, the government announced £1.8 million of funding, to support boroughs wishing to clampdown on tackle Beds in Sheds and prevent vulnerable people living in poor conditions. This funding was awarded to seven London boroughs, to help with their enforcement work, and address rogue landlords operating in London. This was in response to media pressure and discussions with London Councils and several boroughs badly affected by Beds in Sheds at the time.
- Urged the government to permit full-cost recovery on planning applications, transfer surplus government land to London government, and give councils more freedom over applying pre-commencement conditions, CIL and S106 through our submission to the DCLG Review of the role of local authorities in housing.
- Promoted the most innovative and successful initiatives to tackle homelessness in London through the Andy Ludlow Homelessness awards, sponsored by the London Housing Foundation and Shelter. The 2013 winners of this award, run by London Councils for 14 years, was the Spires Streetlink project which helps street-based sex workers and other vulnerable women through targeted outreach work.
- Joined with the Mayor and RTPI to support the London Planning Awards, organised by London First.



# Transport and environment

London Councils works with boroughs and develops policy on a range of transport and environmental challenges affecting the capital. On transport our focus is on the capacity and service reliability of passenger transport networks; maintenance and development of the road network and encouraging modal shift away from car use. On environment our focus is on waste management, local environmental quality energy, air quality and flood risk management.

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 2013/14 we completed the following work on behalf of member boroughs:

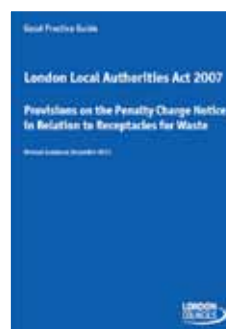
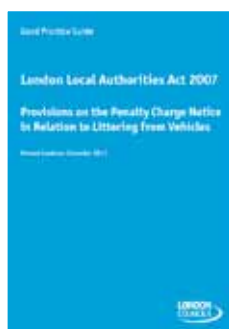
## In transport we:

- Provided responses to consultation and submitted evidence to committees on aviation capacity; Crossrail 2; bus services in London and road safety in London.
- Made the case to government for the introduction of a total ban on night flights from 2017.
- Represented London boroughs on the Roads Taskforce and Road Safety Steering Group to work on the development of better, safer roads for Londoners.
- Successfully lobbied the Mayor and TfL to prevent a cut to Local Improvement Plan (LIP) funding of £37 million per annum.
- Lobbied TfL to secure re-evaluation and re-design of their engagement process with boroughs with regard to bus services, in particular planning.
- Conducted a poll of 1,000 residents on walking and cycling in London which found that residents would walk and cycle more if roads were safer and organised a member's event to exchange good practices and ideas on walking and cycling policies
- Conducted a survey of borough officers regarding rail services in London which found that their chief concerns were overcrowding, frequency of services, accessibility and maintenance of railway stations and lines.



### In environment we:

- Provided responses to consultation and submitted evidence to committees on waste management in England; waste prevention in England; local air quality management plans; flood risk management and flood risk insurance; zero carbon homes and housing standards review.
- Carried out research and identified the key challenges for waste management in London.
- Provided revised guidance on legislation that gives London local authorities new powers to issue civil fines in relation to littering from vehicles and waste receptacles or 'bin fines'.
- Worked with 23 boroughs to deliver the Big London Energy Switch, which offered Londoners the opportunity to save money on their energy bills by signing up to a collective energy switching auction.
- Worked with the GLA to help deliver the London-wide RE:NEW programme to retro-fit thousands of homes with energy saving measures to reduce fuel bills and carbon dioxide emissions.



# Our services

Alongside our policy work London Councils runs a number of direct services for and on behalf of Londoners and our member boroughs, where leaders have identified a clear benefit in these being administered by London Councils.

During the year we also established a project board, consisting of London Councils, borough officers, TfL, ATOC and Freedom Pass contractors to plan for the 2015 Freedom Pass reissue, when we will renew almost 1 million passes.

## Freedom Pass

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 that has been run and paid for by London boroughs since 1986.

During 2013/14, we completed a review of older persons' eligibility for Freedom Pass. Previously we had renewed passes every two years, but in 2010 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 resulted in 54,272 passes being stopped, saving boroughs an estimated £1.24 million by March 2015.



## Taxicard

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 also runs the Taxicard service, which provides subsidised transport in taxis for people with severe mobility or visual impairments.

The Taxicard scheme continued to provide subsidised journeys in licensed taxis and private hire vehicles to its 106,000 members who made 1.35 million trips. The scheme is available to eligible Londoners 24 hours a day, 365 days a year and is funded by the participating London boroughs and the Mayor of London. TEC manages the London Taxicard Scheme on their behalf.



## Parking and Traffic Appeals Service (PATAS)

In one of the world's busiest cities it is no surprise that parking is a major issue for Londoners. To ensure the system of enforcement remains fair and transparent, the Parking and Traffic Appeals Service (PATAS) provides a free independent adjudication service for motorists to decide disputed parking and moving traffic offences, including bus lane and congestion charging penalties issued by London local authorities and TfL.

Run by London Councils, PATAS aims to provide a fast and efficient service that gives fair and impartial decisions that are easy to understand. Consultants to the former Lord Chancellor's Department have described PATAS as the 'most user-focused aspect of justice in the country'.

In 2013/14, parking and traffic adjudicators decided just over 56,000 appeals in relation to parking, bus lane and other moving traffic contraventions on behalf of boroughs and TfL, and 7,200 appeals in relation to Road User Charging, under contract to the Greater London Authority.

PATAS operates the fourth biggest tribunal service in the country and is recognised as one of the most cost effective.



## Parking on Private Land Appeals (POPLA)

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 was formally launched in October 2012. In 2013/14, its first full year of operation, POPLA decided nearly 24,000 appeals, with around 46 per cent being in favour of the motorist.

## Parking consultation

London Councils works closely with TfL and the boroughs to ensure consistency and fairness in all enforcement activity across London. We periodically consult on, and set, the level of penalty for parking and moving traffic contraventions. London Councils also provides guidance and advice and runs innovative pilot schemes and projects to deliver parking and highway enforcement in the fairest and simplest possible way. It convenes borough officer forums in the areas of parking management, highways and traffic signals. These forums are used to formulate policy and share best practice.

## Health Emergency Badge

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.

## TRACE

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.

## London Lorry Control Scheme

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 tragic number of cyclist fatalities in London towards the end of 2013 heightened concerns about cycle safety, particularly the risk of conflict with larger vehicles. London Councils is working closely with TfL to reduce risks to cyclists' safety and has consulted on changing the existing permit conditions of the London Lorry Control Scheme to require the fitting of side guards and additional safety mirrors to vehicles. Subject to the results of the consultation, the changes could be implemented by the end of 2014.

London Councils is also working with TfL on their proposed Safer Lorry Scheme, which will require the fitting of the same safety equipment to all vehicles over 3.5 tonnes.

## CCTV

Towards the end of 2013 the government proposed and consulted on a series of parking reforms including restrictions on the use of CCTV enforcement and compensation for people if they lose at appeal. London Councils worked with boroughs to provide a comprehensive response to the consultation explaining how some of the proposals will have significant impacts on London authorities' ability to manage their highways safely and efficiently.

## London European Partnership for Transport (LEPT)

The London European Partnership for Transport (LEPT) helps boroughs access European funding for transport projects. The London Councils' LEPT team are currently leading two European projects, STARS and PTP Cycle. These projects aim to increase the amount of cycling by school children and in residential areas. Both are now in the delivery stages. PTP-Cycle is now rolling out Personalised Travel Planning (PTP) programmes across two wards in Haringey and Greenwich covering 10,000 households supporting the boroughs' wider smarter travel activities.

## Notify2

London Councils hosts 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

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. 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.





# Capital Ambition

London Councils is also home to the Capital Ambition programme that evolved from the regional improvement and efficiency programme for London boroughs. At a time of economic austerity, the Capital Ambition programme continues to help 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.

In February 2013 Capital Ambition announced a new programme in partnership with EY (formerly Ernst & Young). 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.

London Ventures helps councils work with the commercial sector to make savings and deliver better services. By acting as a strategic broker between partners, the programme aims to drive opportunities for innovation and ensure more savings are delivered.

Initial 'ventures' include a robotics programme, safeguarding software, a care brokerage service, a London fraud prevention hub and a crowd funding civic projects site.

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 have delivered total savings of £357 million.



# Grants programme

Through our grants programme, we fund projects to address four pan-London priorities:

- homelessness
- sexual and domestic violence
- tackling poverty through employment
- the capacity of London's voluntary sector.

## The London Councils Grants programme in 2013/14 was £9.4 million

The Grants Committee has strengthened the monitoring of the grants to make sure that organisations are clear about their roles and responsibilities and what is expected of them and the partnerships that deliver commissioned services. Our grants work is part-funded by the European Social Fund (ESF). In 2013/14:

- Eleven projects have worked on sexual and domestic violence with 40,975 children and teachers in schools and youth settings.
- Eight projects have provided support to 16,390 people affected by or at risk of homelessness.

- Over 6,200 participants have been enrolled on ESF projects this financial year. Of these, 62 per cent were furthest away from the labour market, that is, not actively seeking work, and 20 per cent of these went on to work or further education.
- Six projects supported front-line organisations across London, improving their capacity, efficiency, sustainability and quality of service.

In addition, on behalf of boroughs that wish to take part, we fund small voluntary and community organisations to develop so they can deliver jobs and skills support to people who are a long way from the jobs market. In 2013/14 we funded 93 such organisations whose annual income was no more than £150,000 with funding of up to £12,500 each (totalling £937,000).





*London Councils Grants Committee Chair Cllr Paul McGlone and New Horizon patron Jon Snow visit the New Horizon Youth Centre.*

## Case Study

**London Youth Gateway was commissioned by London Councils' Grants Committee to work with young people across the capital for the next two years and funded with £730,672 for the 2013/14 financial year. In October 2013, members of the Grants Committee visited the New Horizon Youth Centre, which is working with three other organisations (Alone in London, DePaul UK and Stonewall Housing) on the London Youth Gateway. The story of one young service user is set out below:**

Today is Jason's 21st birthday. He's going to celebrate with friends, knowing that in three weeks' time, he will be starting an apprenticeship and someday soon, may be able to afford his own place.

Jason's 20th birthday was quite different. At that time, as Jason himself admits his life was a mess.

Constantly in trouble with the law, he was, in his own words 'on the wrong track, with the wrong friends and making the wrong decisions'.

Then last August while rough-sleeping, Jason's probation officer told him about London Youth Gateway.

The project is a partnership between New Horizon Youth Centre, Alone in London, DePaul UK and Stonewall Housing. It provides accommodation advice and support to young homeless people, as well as education, training and employment, and support for emotional and physical wellbeing.

Jason says the help he has received through London Youth Gateway has been a 'life-changer'.

He said: "I was really down before I came here. I had been rough-sleeping for two or three weeks

"Since I came here, I have sorted out my CV, learnt new techniques, been working part-time, and I've done a cooking course. This place has boosted my confidence. I'm living in a hostel, and I've got plans for the future.

"I've been working to change everything. I'm now ready to meet new people and get sorted."

From next month, Jason will be starting an apprenticeship with community interest company and training academy Building Lives.

During his apprenticeship, he will learn a variety of skills from carpentry and plumbing to painting and decorating.

His plans are to eventually start his own business.

And to anyone who is in the same position, Jason was in three months ago, his advice is simple - get in touch with London Youth Gateway now.

Jason said: "Everyone is so welcoming. The staff are all on a level here - they are all honest.

You can easily approach them anytime."

London Youth Gateway supports 16-25 year-olds who are homeless or at risk of becoming so due to family breakdown, abuse, eviction, being in prison or growing up in care.

To find out more about the project go to [www.londonyouthgateway.org.uk](http://www.londonyouthgateway.org.uk)

# Keeping you informed

**Key Issues** – our weekly e-newsletter is emailed to more than 7,000 subscribers every Wednesday morning. Members automatically receive a copy and others can sign-up at [www.londoncouncils.gov.uk](http://www.londoncouncils.gov.uk)

**Member Briefings** – London Councils produces around 100 expert policy briefings a year exclusively for our members. Briefings are available on a wide range of policy topics and service issues and members can sign-up to receive briefings on as many or as few topics as they wish. Members also receive a digest of briefings that provide a summary of the topics covered each month.

**Twitter** – London Councils has a Twitter account [@londoncouncils](https://twitter.com/londoncouncils) with more than 12,000 followers. Following [@londoncouncils](https://twitter.com/londoncouncils) guarantees the most up to date news on what's happening in London local government.

**London Government Directory** – a free copy of the annual London Government Directory, produced in association with the London Communications Agency, is sent each year to members and senior officers. The Directory is also available online at [www.directory.londoncouncils.gov.uk](http://www.directory.londoncouncils.gov.uk).

**Policy reports** – London Councils publishes a wide range of more detailed policy reports providing data, analysis and recommendations on a range of key policy challenges in the capital. All our reports are available to download on our website.

**Events** – Throughout the year we host dedicated events for members and borough officers bringing together experts and practitioners to highlight and share borough innovations and best practice. A full list of exclusive member events is available on our members website [www.members.londoncouncils.gov.uk](http://www.members.londoncouncils.gov.uk)

**Awards** – London Councils supports and organises a number of awards on behalf of boroughs that highlight their work:

- **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 London Borough of Hackney was recognised for its work with supply chains or local businesses to create apprenticeships at the 2013 Awards.
- **The London Safeguarding Children Awards** – run by London Councils on behalf of the London Safeguarding Children Board (LSCB), the awards showcase good and promising practice in safeguarding and child protections. The 2013 winners were Merton Council for their Promote and Protect Young People initiative.
- **The Andy Ludlow Homelessness Awards** – run by London Councils and sponsored by the London Housing Foundation and Shelter, the Andy Ludlow awards recognise and celebrate innovative approaches to tackling homelessness in the capital.
- **The London Summit** – our annual flagship event is free to all London members and senior officers. Our 2013 Summit was held on 17 November at the City of London's Guildhall, which will also be the venue for our 2014 event that will take place on Saturday 22 November. You can find out more details about the London Summit and register your interest in attending at [www.londoncouncils.gov.uk](http://www.londoncouncils.gov.uk)

# Income and expenditure

## Annual Review 2013/14

### Expenditure

Employee costs	4,953,000
Running costs	2,923,000
Direct services - Parking and traffic	11,327,000
Direct services - European contract	66,000
Payments in respect of Freedom Pass and Taxicard	346,320,000
Commissioned grant payments	9,420,000
Improvement and efficiency	535,000
Young People Education and Skills (YPES) regional/provider activity	132,000
Commissioning and Research	552,000
One-off borough payment	825,000
Other operating expenditure	60,000
	<b>377,113,000</b>

### Income

Contribution in respect of Freedom Pass and Taxicard	346,931,000
Borough contribution towards commissioned grant payments	8,600,000
Borough contribution towards YPES activity	99,000
Direct services - Parking and traffic	12,001,000
Core member subscriptions	6,071,000
Borough contribution to LCP payments	210,000
Government grants	1,517,000
Other income	382,000
Use of Reserves	1,302,000
	<b>377,113,000</b>



# London Councils Executive members 2013/14

Our Leaders' Committee, which consists of the Leaders 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.

The Executive is made up of 11 councillors from across the political groups. Our leading members and their portfolios in 2013/14 were:

<b>Mayor Jules Pipe</b> (Lab)	– Chair of London Councils
<b>Cllr Claire Kober</b> (Lab)	– Deputy Chair and Executive member for crime and public protection
<b>Cllr Teresa O'Neill</b> (Con)	– Vice chair and executive member for health
<b>Cllr Ruth Dombey</b> (Lib Dem)	– Vice chair
<b>Mark Boleat</b> (City - Ind)	– Vice chair
<b>Mayor Sir Steve Bullock</b> (Lab)	– Executive member for housing
<b>Cllr Stephen Carr</b> (Con)	– Executive member for corporate policy and projects
<b>Cllr Ravi Govindia</b> (Con)	– Executive member for adult services
<b>Cllr Peter John</b> (Lab)	– Executive member for children's services and skills and engagement
<b>Cllr Chris Roberts</b> (Lab)	– Executive member for economic growth and regeneration
<b>Cllr Catherine West</b> (Lab)	– Chair of Transport and Environment Committee

In addition, the following members also played key leadership roles:

<b>Edward Lord</b> OBE	– Lead member for improvement
<b>Cllr Paul McGlone</b> (Lab)	– Chair of Grants Committee
<b>Cllr Marie Pye</b> (Lab)	– Lead member for equalities
<b>Cllr Peter Brookes</b> (Lab)	– Chair, Greater London Provincial Council; Chair Greater London Employment Forum
<b>Ian Bond</b> (Lib Dem)	– Chair of Audit Committee



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