



**LONDON**  
**COUNCILS**

**Shaping London's Future**  
Corporate Plan 2007/08





## Message from the Chairman



In setting out our Corporate Plan for 2007/08, I would like to take a moment to consider where we are.

This has been a year of transition for London Councils. Last May's local elections saw major changes in the political control of many of London's town halls resulting in a Conservative borough leader being elected Chairman of London Councils for the first time. However, it also saw a renewed determination that London Councils is most effective when it speaks clearly for all of London's 33 boroughs, irrespective of party control. To that end, we have established a new Executive with leading members drawn from all parties to champion the issues that matter most to Londoners.



As part of this transitional year, we changed our name from the Association of London Government to London Councils, making it more identifiable as the organisation that speaks on behalf of London's 33 local authorities.

In April we saw the departure of our Chief Executive, Martin Pilgrim, who has retired after 10 years of dedicated service. I would like to thank Martin for his outstanding contribution, and I wish him well for the future.

For London Councils, our plans for the coming year are laid out in this document and it falls to Martin's successor, John O'Brien, to oversee and implement them. I am sure that John will bring his wealth of knowledge and experience to bear in taking forward the organisation during what promises to be a very challenging year.

**Councillor Merrick Cockell**





## Overview

London Councils exists to make a positive difference to the lives and future of all Londoners. On behalf of the capital's councils, we work with the Mayor of London and the Assembly, government, business, the voluntary sector, local communities and other partners to maintain London as a world-class city.

Our aim is to be the recognised voice in support of local government in London, fighting to maintain, and where possible increase, London's share of resources. We lead the debate on key issues, developing policies and influencing government thinking to benefit Londoners.

To achieve our ambitions, our work this year will be focused around four key priorities in areas where we believe we can make a difference:

### Priority 1: Fair funding for London

We will promote the case for maximising financial resources for London councils and, working with partners, lobby for the needs of London to be fully recognised.

### Priority 2: Governing a world city

We will ensure that the excellent services delivered by London's councils are supported by strong and effective governance arrangements which allow the boroughs and the City of London to fulfil their rightful role in developing London as a world city.

### Priority 3: Improving our public services

We will work with member authorities and other partners to maintain improvement and efficiency, and support their efforts to recruit, retain and develop the high-quality staff needed to achieve the high performance demanded of public services across London.

### Priority 4: Promoting local communities

We will develop and support sustainable policies aimed at reducing poverty and crime, increasing social inclusion, improving transport, housing and cultural activities to make London a better place in which to live and work.

## Message from the Chief Executive



London Councils has a critical role to play on behalf of Londoners and the 33 councils that we represent. We speak up to ensure that London gets its fair share of resources and that London boroughs get the best possible deal.

We lobby and campaign in order to influence government and others on behalf of our members and the people they represent. Working with a range of partners, we seek to support and encourage collaboration between councils that will drive improved services and better value for money. We also run a range of services designed to make life better for Londoners.

Our Corporate Plan for 2007/08 sets out how we plan to go about undertaking these activities and much more. Our focus on delivering to the highest possible standard for our member councils and the public must remain very clear.

The coming year, however, will also be an important one in thinking about our future direction. Changes have already been made in 2006/07 following last year's London local elections. In this coming year we shall be taking a hard look at the balance of our activity, our priorities and our organisation.

What are the specific ways in which we can add most to our members' work? How best will we help London's local councils, working with each other and with their respective partners, to join together local public services for the benefit of London's citizens, customers and communities? How do we need to organise ourselves to play those roles?

In seeking to answer those questions and others, we shall be striving to ensure that we can create a first class organisation that is valued highly by its members, its partners and its staff.

It is a challenging agenda, but one with which we need to engage fully if we are to help realise the full potential of London Councils and London local government.

I look forward to working with you in the coming year.

**John O'Brien**



## Priority 1: Fair funding for London

We will promote the case for maximising financial resources for London councils and, working with partners, lobby for the needs of London to be fully recognised.



### Key activities for priority one:

- **Undertake** research and analysis to develop and promote London's case on the distribution of general formula grant for 2008/09 to 2010/11
- **Promote** the case for London boroughs to receive a fair share of specific and targeted grants, including appropriate resources for additional needs arising from London's diverse and mobile population, its substantial levels of poverty and deprivation, and the higher costs of providing services in London
- **Assess** the recommendations of the Lyons Inquiry and lobby for changes to the local government finance system which would enhance the financial flexibility and local decision-making of boroughs and benefit London
- **Work** with member authorities and partner organisations to lobby for capital resources for London, including monitoring the effectiveness of the prudential capital system and making the case for beneficial changes to the capital system
- **Undertake** research and analysis on local spending and taxation and lobby for changes which would benefit London boroughs and Londoners
- **Develop** and promote London's case on the distribution of EU Structural Funds for the period 2007-2013 and provide technical assistance to boroughs
- **Manage** the European Social Fund (ESF)/Neighbourhood Renewal Fund (NRF) programme for the London boroughs, working with Greater London Enterprise and make the case for London Councils to remain an ESF co-financing organisation for the 2007-13 programme working with London Councils European Service
- **Identify** and target funding streams within Transport for London to maximise resources for London boroughs and the ease of their application
- **Lobby** government to include provision for general fund housing resources to assist boroughs in reducing homelessness, and for housing revenue account funding for major repairs allowance and management and maintenance for decent homes
- **Lobby** central government for resources to meet the high costs of implementing in London the recommendations from the green paper Care Matters: transforming the lives of children and young people in care
- **Work** with the Department for Communities and Local Government to secure continued funding for the Regional Improvement partnership (Capital Ambition) and the London Centre of Excellence



## Priority 2: Governing a world city

We will ensure that the excellent services delivered by London's councils are supported by strong and effective governance arrangements which allow the boroughs and the City of London to fulfil their rightful role in developing London as a world city.

### Key activities for priority two:

- **Continue** to play a major role in the contribution of the government's review of the powers of the Mayor and the Greater London Authority (GLA), promoting the role of London's councils as the GLA Bill is debated in Parliament and then becomes statutory
- **Support** London boroughs to champion local housing priorities in the context of the Mayor's statutory Housing Strategy; and lobby the Mayor to maintain investment in borough priorities including private sector housing, estate renewal and regeneration
- **Continue** to play a major role in the contribution to the government's long term vision for public services including the Local Government and Involvement in Public Health Bill as it is debated in Parliament
- **Support** boroughs and partners to improve the health of Londoners with a focus on mental health and well being, alcohol, smoking and obesity
- **Contribute** to improving London's safety by participating in London resilience partnership activities
- **Build** strong collaborations between London Councils, the Association of London Directors of Children's Services, Government Office for London, the Mayor and GLA, the London Development Agency, DfES and the voluntary and community sector in relation to services for London's children and young people
- **Provide** advice and promote the role, powers and resources of London boroughs in improving public realm, waste and environmental quality
- **Supporting** boroughs and promoting their role in the context of sustainability and climate change
- **Promote** the role of London boroughs in tackling climate change and creating a more sustainable world city
- **Play** a major role in contributing to any further government announcements on the Barker Review and proposals to merge Regional Housing Boards and Regional Planning Bodies, and develop proposals to strengthen the local authority strategic housing role and empowering local communities
- **Promote** the role of London boroughs in economic development, focusing on neighbourhood renewal, improving skills and reducing worklessness
- **As** the Regional Employers' Organisation for London, conducting regional consultation and negotiation, supporting regional and local disputes resolution and providing advice and support for the Greater London Provincial Council (GLPC) Job Evaluation Scheme
- **Provide** advice and promote the role of London boroughs in combating unfair discrimination and promoting good relations between London's diverse communities

## Priority 3: Improving our public services

We will work with member authorities and other partners to maintain improvement and efficiency, and support their efforts to recruit, retain and develop the high-quality staff needed to achieve the high performance demanded of public services across London.

### Key activities for priority three:

- **Host** regional improvement and efficiency partnerships and boards and support improvement in the efficiency and effectiveness of service delivery and management performance through: reviewing the governance arrangements for Capital Ambition, London Centre of Excellence and London Connects; securing value for money and increased efficiency in service delivery; the identification and sharing of good practice and support for initiatives that measure and build capacity
- **Support** London boroughs with the identification and implementation of national, regional and local workforce planning initiatives through research and analysis to improve recruitment and retention and the development of key skills and supply markets
- **Support** boroughs in provision of adult care, working with health services through joint commissioning and the shared delivery of services, supply of equipment and accommodation, where appropriate
- **Support** collaborations between authorities and joint commissioning of services for London's children and young people
- **Provide** advice and support to authorities in the implementation of employment legislation, regulations and agreements in relation to pay and grading, employment policies and conditions of service
- **Promote** the role of London boroughs in leading school improvement and developing collaborations to deliver local government's new strategic role for 14-19 education
- **Promote** the leadership role of London councils in delivering the Every Child Matters outcomes including participation in the Young London Matters programme, aimed at improving children's services





## Priority 4: Promoting local communities

We will develop and support sustainable policies aimed at reducing poverty and crime, increasing social inclusion, improving transport, housing and cultural activities to make London a better place in which to live and work.

### Key activities for priority four:

- **Enable** better borough performance of traffic enforcement through development of new powers, working with the government on statutory guidance and reviewing Additional Parking charges
- **Facilitate** the introduction of the national concessionary fares scheme in London for both London boroughs and users
- **Implement** commissioning as the primary approach to funding the voluntary sector through the London Councils grants scheme
- **Work** with London boroughs, sub-regional partnerships, London Organising Committee for the Olympic Games, the London Development Agency and the Greater London Authority to ensure the benefits of hosting the 2012 Olympic and Paralympic Games are spread across London
- **Continue** to work with statutory agencies, partners and faith organisations to promote community cohesion and better understanding of different faiths and beliefs
- **Supporting** London boroughs interests in the review of the London Plan and its examination in Public
- **Promote** the role of London boroughs in community safety and reducing crime and anti-social behaviour
- **Develop** new initiatives and proposals to keep boroughs at the forefront of housing policy including increasing the supply of large social rented properties, future of social housing and supporting return to work, and ensuring capital and revenue streams meet the support needs of vulnerable households
- **Support** boroughs in implementing the changes arising from the Welfare Reform (Housing Benefit) Bill and Local Housing Allowance; and by working to increase income to older people through joint benefit teams
- **Work** with government, the Greater London Authority and London boroughs planning colleagues on developing planning policies in respect of Section 106 and planning gain supplements
- **Work** with boroughs and the following partner organisations to promote equality for London's disadvantaged communities: Board for Refugee Integration in London, London Race Hate Crime Forum, Commission for Racial Equality London Board, and the Commission for Equality and Human Rights
- **Ensure** that culture, and boroughs' role in promoting it, achieves a high profile through active involvement in the London Cultural Consortium, by contributing to the preparations for the cultural Olympiad, and by supporting boroughs to improve their cultural services
- **Develop** and support the work of the London Child Poverty Commission and promote the case for resources to address child poverty
- **Enable** better borough performance on sustainability issues through development of new powers, promoting the role of boroughs, sharing good practice and setting an example by working to make London Councils a highly sustainable organisation

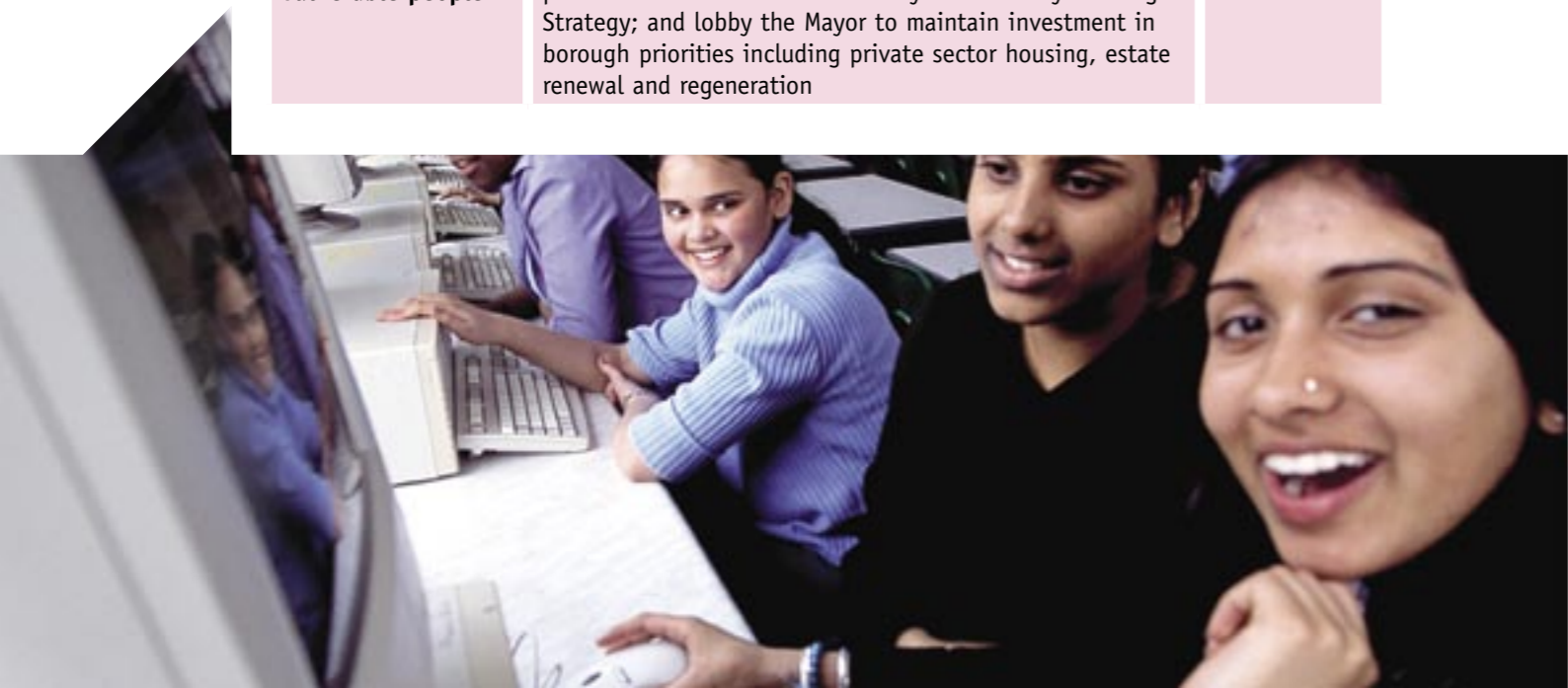
# Equalities

Promoting equality and valuing diversity is integral to everything we do. Most of our priority areas have specific activities designed to secure better services for disadvantaged groups.

The table below captures most of the main groups we have identified and the activities we are undertaking to tackle the disadvantage and discrimination which they face.

Group	Key Activity	Priority
<b>Mobile populations, vulnerable people and people on low incomes</b>	Promote the case for London boroughs to receive a fair share of specific and targeted grants, including appropriate resources for additional needs arising from London's diverse and mobile population, its substantial levels of poverty and deprivation, and the higher costs of providing services in London	Priority 1
<b>Homeless and vulnerable people</b>	Lobby government to include provision for general fund housing resources to assist boroughs in reducing homelessness, and for housing revenue account funding for major repairs allowance and management and maintenance for decent homes	Priority 1
<b>Children and young people in care</b>	Lobby central government for resources to meet the high costs of implementing in London the recommendations from the green paper Care Matters: transforming the lives of children and young people in care	Priority 1
<b>Homeless and vulnerable people</b>	Support London boroughs to champion local housing priorities in the context of the Mayor's statutory Housing Strategy; and lobby the Mayor to maintain investment in borough priorities including private sector housing, estate renewal and regeneration	Priority 2

<b>Children and young people</b>	Build strong collaborations between London Councils, the Association of London Directors of Children's Services, Government Office for London, the Mayor and GLA, the London Development Agency, Department of Education and Skills and the voluntary and community sector in relation to services for London's children and young people	Priority 2
<b>Includes people with mental health needs, people who misuse alcohol</b>	Support boroughs in actions for health improvement and access to health and social care working with partners to provide health improvement programmes with a focus on mental health and well being, alcohol, smoking and obesity;	Priority 2
<b>Unemployed people</b>	Promote the role of London boroughs in economic development, focusing on neighbourhood renewal, improving skills and reducing worklessness	Priority 2
<b>London's diverse communities</b>	Provide advice and promote the role of London boroughs in combating unfair discrimination and promoting good relations between London's diverse communities	Priority 2
<b>Vulnerable adults</b>	Support boroughs in provision of adult care, working with health services through joint commissioning and the shared delivery of services, supply of equipment and accommodation, where appropriate	Priority 3
<b>Older people and disabled people</b>	Facilitate the introduction of the national concessionary fares scheme in London for both London boroughs and users	Priority 4
<b>Voluntary sector and community groups which support disadvantaged communities</b>	Implement commissioning as the primary approach to funding the voluntary sector through the London Councils grants scheme	Priority 4
<b>Faith groups</b>	Continue to work with statutory agencies, partners and faith organisations to promote community cohesion and better understanding of different faiths and beliefs	Priority 4
<b>Homeless and vulnerable people</b>	Develop new initiatives and proposals to keep boroughs at the forefront of housing policy including increasing the supply of large social rented properties, future of social housing and supporting return to work, and ensuring capital and revenue streams meet the support needs of vulnerable households	Priority 4
<b>People on low incomes and older people</b>	Support boroughs in implementing the changes arising from the Welfare Reform (Housing Benefit) Bill and Local Housing Allowance; and by working to increase income to older people through joint benefit teams	Priority 4
<b>Disadvantaged communities</b>	Work with boroughs and the following partner organisations to promote equality for London's disadvantaged communities: i) Board for Refugee Integration in London ii) London Race Hate Crime Forum iii) Commission for Racial Equality London Board iv) Commission for Equality and Human Rights	Priority 4
<b>Children and a focus on child poverty</b>	Develop and support the work of the London Child Poverty Commission and promote the case for resources to address child poverty.	Priority 4



## Sustainability

As an organisation London Councils is seeking to improve environmental performance, including the use of high recycled content paper in all our publications, reducing consumption of materials and increasing the amount we recycle.

We also work with a number of London boroughs on green travel plans and travel demand management. The table identifies the main activities we are undertaking in order to address sustainability issues across London.



Issue	Key activity	Priority
Housing	Support London boroughs to champion local housing priorities in the context of the Mayor's statutory Housing Strategy; and lobby the Mayor to maintain investment in borough priorities including private sector housing, estate renewal and regeneration	Priority 2
Safety	Contribute to improving London's safety by participating in London resilience partnership activities	Priority 2
Public Realm	Provide advice and promote the role, powers and resources of London boroughs in improving public realm, waste and environmental quality	Priority 2
Sustainability	Promote the role of London boroughs in tackling climate change and creating a more sustainable world city;	Priority 2
Housing	Play a major role in contributing to any further government announcements on the Barker Review and proposals to merge Regional Housing Boards and Regional Planning Bodies, and develop proposals to strengthen the local authority strategic housing role and empowering local communities	Priority 2
Transport	Enable better borough performance of traffic enforcement through development of new powers, working with the government on statutory guidance and reviewing Additional Parking charges	Priority 4
Grants	Implement commissioning as the primary approach to funding the voluntary sector through the London Councils grants scheme (includes grants for environment, transport, planning and sustainability)	Priority 4
London 2012	Work with London boroughs, sub-regional partnerships, London Organising Committee for the Olympic Games, the London Development Agency and the Greater London Authority to ensure the benefits of hosting the 2012 Olympic and Paralympic Games are spread across London	Priority 4
Planning	Supporting London boroughs interests in the review of the London Plan and its examination in Public	Priority 4
Planning	Work with government, the Greater London Authority and London boroughs planning colleagues on developing planning policies in respect of Section 106 and planning gain supplements	Priority 4
Borough Sustainability Performance	Enable better borough performance on sustainability issues through development of new powers, promoting the role of boroughs, sharing good practice and setting an example by working to make London Councils a highly sustainable organisation.	Priority 4



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