



COUNCIL

All Members of the Council are
HEREBY SUMMONED
to attend a meeting of the Council to
be held on

Wednesday, 26th February, 2020

at 7.00 pm

in the Council Chamber, Hackney Town Hall,
Mare Street, London E8 1EA

Tim Shields
Chief Executive

Contact: Tess Merrett
Governance Services
Tel: 020 8356 3432
governance@hackney.gov.uk

The press and public are welcome to attend this meeting

MEETING INFORMATION

Future Meetings

20 May 2020 (AGM)

Contact for Information

Tess Merrett, Governance Services

Tel: 020 8356 3432

governance@hackney.gov.uk

Location

Hackney Town Hall is on Mare Street, bordered by Wilton Way and Reading Lane. For directions please go to <http://www.hackney.gov.uk/contact-us>

Facilities

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in the Assembly Halls, rooms 101, 102 & 103 and the Council Chamber. Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

AGENDA ITEM NUMBER	AGENDA ITEM	INDICATIVE TIMINGS (Up to not exceeding)
1 – 4	Preliminaries	5 minutes
5	Deputation	15 minutes
6	Question from Member of the Public	30 minutes
7	Questions from Members of the Council	30 minutes
8	Elected Mayor's Statement	20 minutes
9	Budget and Council Tax Report	30 minutes
10	Annual Pay Policy Statement	10 minutes
11	Executive Response to the Living in Hackney Scrutiny Commission Review	10 minutes
13	Amendments to the Constitution	5 minutes
14	Appointments to Committees	5 minutes
15	Draft Programme of Meetings 2020-21	5 minutes
TOTAL:		2hours 45 minutes

Council Agenda

1 Apologies for Absence

2 Speaker's Announcements

3 Declarations of Interest

This is the time for Members to declare any disclosable pecuniary or other non-pecuniary interests they may have in any matter being considered at this meeting having regard to the guidance attached to the agenda.

4 Minutes of the previous meeting

5 Deputations

Deputation to be introduced by Cllr Clare Joseph

We ask the Council to stop the Frampton Park Community Hall from being demolished and removed from the housing supply programme and for the youth services to be restarted. We also ask that there is a cap on the number of flats being built and no more housing developments allowed on the estate.

6 Questions from Members of the Public

Question from Ms Feodora Rayner to the Cabinet Member for Energy, Waste, Transport and Public Realm

I welcome the Council's increasing recognition of the importance of active travel and liveable neighbourhoods. Unfortunately, Sadiq Khan is implementing the Silvertown Tunnel Scheme, effectively a motorway into central London. How will you mitigate the negative public health effects of increased traffic and congestion on Hackney residents, workers and visitors?

Question from Mr Noah Birksted-Breen to the Cabinet Member for Energy, Waste, Transport and Public Realm

In spite of the best car-reduction schemes by Hackney Council, most Hackney residents are still breathing illegally toxic air. Will you commit to consult residents on removing non-essential cars from Hackney, alongside a borough-wide health campaign informing residents of the toxicity level in their ward plus the benefits of walking/cycling?

Question from Mr Christopher Sills to The Cabinet Member for Planning, Culture and Inclusive Economy

In May 1968 when the Conservatives controlled the Council the twinning arrangements with a suburb of East Berlin were suspended and not revived.

(Pages 1 -
24)

Would you agree with me that it is now time to revive it to show that Hackney wants to remain friends with the European Union people?

7 Questions from Members of the Council

Cllr Ben Hayhurst to Deputy Mayor Rennison

Please can the Cabinet Member for Finance and Housing Needs and Supply give an update on the work the Council has done to increase the take up of pension credit.

Cllr Desmond to Deputy Mayor Rennison

Given damaging central government changes to the benefits system that is leaving Hackney residents in debt and in rent arrears, can the Cabinet Member for Finance update us on what the Council is doing to support residents who are struggling financially, particularly those that are in debt to the Council?

Cllr Wrout to Cabinet Member for for Community Safety, Policy and the Voluntary Sector

The Conservative government shamefully overturned a House of Lords amendment to the EU Withdrawal Bill, and ended the guarantee that child refugees have the right to join their families in the UK. Can the cabinet member with responsibility for refugees outline what, if anything, Hackney with its strong tradition of welcoming refugees, can do to help children and refugee families who are estranged, now the Bill has become law?

Cllr Conway to the Cabinet Member for Employment, Skills and Human Resources

Can the Cabinet Member with responsibility for equalities update me in what steps she has taken to address concerns I raised with her about the discrimination young black Caribbean and African girls face when they choose to embrace their natural hair?

Cllr Garasia to Cllr Kennedy, former Cabinet Member for Families, Early Years and Play

Can the Cabinet Member for Families, Early Years and Play provide an update on the commitment to make Hackney a child friendly borough?

Cllr Adejare to the Cabinet Member for Planning Culture and Inclusive Economy

Dalston is one of Hackney's most vibrant areas; its community has helped give Hackney the reputation as a creative heart of London. Can the Cabinet Member for Planning update us on the work to protect Dalston's character and its residents from the worst elements of regeneration and growth?

Cllr Snell to the Cabinet Member for Energy, Waste, Transport and Public Realm

Can the Cabinet Member for Energy inform me about the Council energy company and what it will do for residents?

Cllr Smyth to Deputy Mayor Rennison

Councils are on the frontlines of fighting austerity, defending our most vulnerable residents from the worst elements of central government cuts by protecting frontline services. Can the Cabinet Member for Finance tell us how the government's Fair Funding Review may damage the Council's efforts to invest in our services on behalf of the residents of Hackney?

Cllr Billington to Mayoral Adviser for Private Renting and Housing Affordability

There are now three privately owned sites with apartment blocks in De Beauvoir ward which have been deemed to have cladding which is not compliant with fire safety standards. The residents - tenants, mortgage holders and those in shared ownership - are left in the distressing situation of uncertainty about their homes, worried about their safety and the risk of the costs which could be astronomical passed on to them. What can the Council do to help residents who find themselves in this situation through no fault of their own?

8	Elected Mayor's Statement	
9	Budget and Council Tax Report	(Pages 25 - 314)
10	Annual Pay Policy Statement	(Pages 315 - 326)
11	Executive Response to the Living in Hackney Scrutiny Commission Investigation into Council and Partnership Response to Escalation in Serious Violence	(Pages 327 - 344)
12	Amendments to the Constitution	(Pages 345 - 402)
13	Appointments to Committees	(Pages 403 - 406)
14	Draft programme of Meetings 2020-2021	(Pages 407 - 416)

RIGHTS OF PRESS AND PUBLIC TO REPORT ON MEETINGS

Where a meeting of the Council and its committees are open to the public, the press and public are welcome to report on meetings of the Council and its committees, through any audio, visual or written methods and may use digital and social media providing they do not disturb the conduct of the meeting and providing that the person reporting or providing the commentary is present at the meeting.

Those wishing to film, photograph or audio record a meeting are asked to notify the Council's Monitoring Officer by noon on the day of the meeting, if possible, or any time prior to the start of the meeting or notify the Chair at the start of the meeting.

The Monitoring Officer, or the Chair of the meeting, may designate a set area from which all recording must take place at a meeting.

The Council will endeavour to provide reasonable space and seating to view, hear and record the meeting. If those intending to record a meeting require any other reasonable facilities, notice should be given to the Monitoring Officer in advance of the meeting and will only be provided if practicable to do so.

The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting. Disruptive behaviour may include: moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

All those visually recording a meeting are requested to only focus on recording councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting.

If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease and all recording equipment must be removed from the meeting room. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.

ADVICE TO MEMBERS ON DECLARING INTERESTS

Hackney Council's Code of Conduct applies to **all** Members of the Council, the Mayor and co-opted Members.

This note is intended to provide general guidance for Members on declaring interests. However, you may need to obtain specific advice on whether you have an interest in

a particular matter. If you need advice, you can contact:

- The Director of Legal;
- The Legal Adviser to the committee; or
- Governance Services.

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

1. Do you have a disclosable pecuniary interest in any matter on the agenda or which is being considered at the meeting?

You will have a disclosable pecuniary interest in a matter if it:

- relates to an interest that you have already registered in Parts A and C of the Register of Pecuniary Interests of you or your spouse/civil partner, or anyone living with you as if they were your spouse/civil partner;
- relates to an interest that should be registered in Parts A and C of the Register of Pecuniary Interests of your spouse/civil partner, or anyone living with you as if they were your spouse/civil partner, but you have not yet done so; or
- affects your well-being or financial position or that of your spouse/civil partner, or anyone living with you as if they were your spouse/civil partner.

2. If you have a disclosable pecuniary interest in an item on the agenda you must:

- Declare the existence and nature of the interest (in relation to the relevant agenda item) as soon as it becomes apparent to you (subject to the rules regarding sensitive interests).
- You must leave the room when the item in which you have an interest is being discussed. You cannot stay in the meeting room or public gallery whilst discussion of the item takes place and you cannot vote on the matter. In addition, you must not seek to improperly influence the decision.
- If you have, however, obtained dispensation from the Monitoring Officer or Standards Committee you may remain in the room and participate in the meeting. If dispensation has been granted it will stipulate the extent of your involvement, such as whether you can only be present to make representations, provide evidence or whether you are able to fully participate and vote on the matter in which you have a pecuniary interest.

3. Do you have any other non-pecuniary interest on any matter on the agenda which is being considered at the meeting?

You will have 'other non-pecuniary interest' in a matter if:

- It relates to an external body that you have been appointed to as a Member or in another capacity; or

- ii. It relates to an organisation or individual which you have actively engaged in supporting.

4. If you have other non-pecuniary interest in an item on the agenda you must:

- i. Declare the existence and nature of the interest (in relation to the relevant agenda item) as soon as it becomes apparent to you.
- ii. You may remain in the room, participate in any discussion or vote provided that contractual, financial, consent, permission or licence matters are not under consideration relating to the item in which you have an interest.
- iii. If you have an interest in a contractual, financial, consent, permission or licence matter under consideration, you must leave the room unless you have obtained a dispensation from the Monitoring Officer or Standards Committee. You cannot stay in the room or public gallery whilst discussion of the item takes place and you cannot vote on the matter. In addition, you must not seek to improperly influence the decision. Where members of the public are allowed to make representations, or to give evidence or answer questions about the matter you may, with the permission of the meeting, speak on a matter then leave the room. Once you have finished making your representation, you must leave the room whilst the matter is being discussed.
- iv. If you have been granted dispensation, in accordance with the Council's dispensation procedure you may remain in the room. If dispensation has been granted it will stipulate the extent of your involvement, such as whether you can only be present to make representations, provide evidence or whether you are able to fully participate and vote on the matter in which you have a non pecuniary interest.

Further Information

Advice can be obtained from Suki Binjal, Director of Legal, on 020 8356 6234 or email suki.binjal@hackney.gov.uk



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London Borough of Hackney
Council
Municipal Year 2019/2020
Date of Meeting Wednesday, 22nd January, 2020

Minutes of the proceedings of
Council held at Hackney Town
Hall, Mare Street,
London E8 1EA

**Councillors in
Attendance:**

Mayor Philip Glanville, Cllr Kam Adams, Cllr Soraya Adejare, Cllr Brian Bell, Cllr Polly Billington, Deputy Mayor Anntoinette Bramble, Cllr Jon Burke, , Cllr Robert Chapman, Cllr Ajay Chauhan, Cllr Feryal Clark, Cllr Mete Coban, Cllr Sophie Conway, David, Cllr Michael Desmond, Cllr Sade Etti, Cllr Susan Fajana-Thomas, Cllr Humaira Garasia, Cllr Margaret Gordon, Cllr Michelle Gregory, Cllr Katie Hanson, Cllr Ben Hayhurst, Cllr Clare Joseph, Cllr Christopher Kennedy, Klein, Cllr Michael Levy, Cllr Richard Lufkin, Cllr Anna Lynch, Cllr Yvonne Maxwell, Cllr Clayeon McKenzie, Cllr Anthony McMahon, Cllr Sem Moema, Cllr Guy Nicholson, Cllr Deniz Oguzkanli, , Cllr Sam Pallis, Cllr Benzion Papier, Cllr Sharon Patrick, Cllr James Peters, Cllr Emma Plouviez, Cllr Clare Potter, Cllr Steve Race, Cllr Tom Rahilly, Cllr Ian Rathbone, Cllr Rebecca Rennison, Cllr Anna-Joy Rickard, Cllr Caroline Selman, Cllr Gilbert Smyth, Cllr Peter Snell, Cllr Patrick Spence, Cllr Simche Steinberger, Cllr Vincent Stops, Cllr Jessica Webb (part), Cllr Caroline Woodley and Cllr Penny Wrouth

**Councillors not in
Attendance:**

Cllr Cameron and Cllr Ozsen,

Officer Contact:

Tess Merrett, Governance Services

Councillor Kam Adams in the Chair

1 Apologies for Absence

1.1 There were no apologies for absence received.

1.2 Apologies for lateness were received from or on behalf of Councillors: Adejare, Cameron, Chapman, Coban, Hayhurst and Rickard

2 Speaker's Announcements

The Speaker welcomed new Councillor Kofo David who had been elected in the Clissold Ward by-election in December 2019.

The Speaker informed Council of some of his highlights over the past few months. These included:

- Lighting the Hannukah Candles in the Town Hall Square with Rabbi Gluck in attendance
- Switching on the Christmas lights with cast members from the Hackney Empire Panto
- Singing Christmas Carols on the Town Hall Steps with school children across the borough
- Attending the Carol Service at St Joseph's Hospice
- Taking part in the London New Year's Day Parade and;
- Attending the Holocaust Memorial Day at City Hall

Members were informed of and invited to attend forthcoming events, hosted by the Speaker which included:

- Hackney's Holocaust Memorial Day on Monday 27 January. The theme this year is Stand Together.
- Charity Dinner to be held on 20th February.

The Speaker regretfully informed Council of the recent passing of former Councillor Vicky Masters. Vicky had been a Labour councillor in the 1950s and then was one of the youngest civic consorts in London when she supported her husband Bob Masters when he was Alderman of the Metropolitan Borough Hackney, in 1964-65. This was the year before Shoreditch, Stoke Newington and Hackney were joined to form the London Borough of Hackney.

3 Declarations of Interest

3.1 There were no declarations of interests.

4 Minutes of the previous meeting

4.1 RESOLVED: That the minutes of the previous meeting held on Wednesday 30th October 2019, be approved as an accurate record of proceedings subject to the following amendments:

- Proposed by Councillor Potter, page 15, agenda item 7 to include a record of the supplementary question that she asked.
- Proposed by Councillor Moema, a record of her apologies to be recorded.
- Proposed by Councillor Wrout, page 3, agenda item 2.5 to delete the reference to Victoria Road Osbourne Academy and replace with Victoria Park, Mossbourne Academy.

5 Questions from Members of the Public

5.1 Question from Ms Zoe Garbett to the Cabinet Member for Planning, Culture and Inclusive Economy

What are the Council's plans for Hackney Walk, a £1.5m development (using the London Mayor's riot regeneration fund) which has failed to bring people to Hackney or be of benefit to Hackney residents? How can residents have confidence that future regeneration projects will not be a waste of taxpayer money?

Response from Councillor Guy Nicholson

Cllr Nicholson welcomed the question and thanked Ms Garbett for attending. He strongly refuted the reference to wasting tax payers' money and sought to challenge that presumption. It was reported that in 2012 the then Mayor of London invested £5m into Hackney Central, following which, the Council implemented a range of schemes and initiatives in the town centre. This was the catalyst for the passenger interchange between Hackney Central and Hackney Downs overground stations. Part of the money was also invested into over 30 local businesses on Hackney Road, Mare Street, and the Narrow way including new shop fronts to enhance and improve the retail environment among the traditional streets within the town centre. A business coaching programme for local businesses located within the town centre was also implemented creating 13 apprenticeships and over 160 jobs, a third of which were taken by local residents.

Amongst other initiatives, investment into public realm on Morning Lane had also been made. All of the investment was aimed at increasing the viability of Hackney Central, creating another successful legacy from the 2012 project. Mention was also made of the Hackney Shop; shop spaces where local designers and manufacturers could sell their goods on a short term letting basis.

The initial fund attracted more than £20m from the private sector and unlocked additional investment from other public bodies. The Council had been the enabler, facilitating successful outcomes and shaping the investment for the local community turning Hackney Central into a major town centre. The new London Plan would highlight the new designation of town centre status. In closing, Cllr Nicholson stated that far from being unvisited, Hackney Central had by far the biggest retail spend in the borough.

In response to a supplementary question asked by Ms Garbett relating to empty shop fronts in Hackney Walk, the Council's support of the investment was reiterated. Cllr Nicholson advised that the investment was now under the ownership of new commercial proprietors. The Council's role would be to collaborate to bring more of these spaces back into full use. Discussions to enable this had already begun with plans for one of the spaces to soon be occupied.

5.2 Question from Ms Feodora Rayner to the Cabinet Member for Energy, Waste, Transport and Public Realm

There were nearly 1000 road casualties in Hackney in 2018 (TfL), *160 fatal or serious. The Council hopes to reduce this to zero over the next 21 years. What enforcement action is the council taking now to reduce speeding and dangerous driving in the borough?

*TfL Casualties in Great London 2018 factsheet

Response from Councillor Jon Burke

Cllr Burke thanked Ms Rayner for raising this serious issue. He conceded that further work was required to make the streets safer.

Cllr Burke expressed his disappointment given the borough's effort on reclaiming the streets from cars in favour of sustainable modes of transport. It was reported that Hackney scored 4th in London on the "Healthy Streets Scorecard" – assessed by a coalition of London Cycling Campaign, RoadPeace, Sustrans and Campaign for Better Transport London all using TfL data.

Cllr Burke informed all present of the initiatives that had been introduced to make the streets safer for pedestrians and cyclists and the borough's most vulnerable, which included:

- Introduction of the 9th School Street which stopped speeding and polluting vehicles from driving past schools at drop-off and pick-up times. Journeys to school by car had dropped to 8% and there were plans to have 17 School Streets by 2022.
- Joining in partnership with Islington Council to introduce London's first Ultra-Low Emission Zone in Shoreditch and Old Street – restricting travel on nine streets to walking, cycling and low-emission vehicles only.
- Investing in cycling and pedestrian infrastructure to encourage cycling. We were making sure that 85% of our residents lived within 400m of a cycle-lane by 2022.
- Two hours of free cycle training to all those who lived, worked and studied in the borough and every year it was organised for hundreds of Hackney school children to Bike Around the Borough to practice the skills they had learned through cycle training. That work had meant that Hackney had the highest number of people cycling to work in London and the second highest number in England (after Cambridge).

In relation to enforcement, Cllr Burke was pleased to report that in 2015 the Council led the way on road safety by rolling out the 20mph speed limit across the borough. Some routes managed by TfL were also 20mph. Any entry routes into the borough's 20mph roads included traffic calming measures like speed humps. Where traffic counts had been conducted in these areas the speed data showed an average speed of approximately 19.7mph.

In conclusion, Cllr Burke made clear the Council's commitment to improving safety for pedestrians and cyclists by working with TfL and the Mayor of London on key projects in Hackney Central and Stoke Newington. Plans were also underway to introduce 20mph average speed cameras across the capital, and the Council had specifically allocated its own Road Safety Programme budget to speed-up this work. These measures were in support of the Mayor of London's Vision Zero to reduce road causality incidents to zero over the next 21 years.

It was noted that around 70% of Hackney residents do not own a car. The Council would continue to make every effort to ensure that residents could enjoy a safe and sustainable journey to work, school and home.

In response to a supplementary question regarding enforcement and a high propensity of speeding vehicles, Cllr Burke acknowledged the issue and reported that work was being done with other authorities to obtain greater powers of enforcement.

5.3 Question from Christopher Sills for the Mayor

Would you agree with me that Homeless families, who want to work, should be rehoused in Hackney Council Properties, without losing their rights as a homeless family? Would the mayor also confirm that a similar arrangement has been used in the past and agree that something similar is required today?

Response from Mayor Glanville

Mayor Glanville responded that Hackney homeless families needed a Tory government to take action on the housing and the homelessness crisis facing the country. He said that Tory Ministers over the past decade had failed to give London and London boroughs the money and powers needed to build thousands more Council, social rented, and genuinely affordable homes and powers to regulate the private sector as advocated by Councillor Moema.

Mayor Glanville stated that in over a decade the number of government funded homes for social rent had plummeted by 90% with the number of young people owning a home falling by 900,000. The number of households renting from a private landlord had grown by one million. The number of rough-sleepers had doubled nationally. Zero Starter Homes have been built by the Tories, despite this flagship pledge promising to build 200,000. This decade had been the worst for house building since the Second World War, and only 5% of the homes built by 2022 under the government's £9bn affordable housing programme had been the most affordable "social homes".

The Mayor stated that he and Councillor Moema and many London Councils were united in believing that the arguments for rent control were overwhelming, and two-thirds of Londoners support their introduction. Yet the government had so far refused to give the Mayor of London the powers required to introduce a system of rent control in London.

The Mayor told Council that only this week there had been the 'disgusting' spectacle of a Tory Secretary of State overruling Liverpool Council who were seeking to simply enforce basic standards in the Private Rented Sector. He said that in terms of work, more and more of the families housed by the Council in temporary accommodation were in work. The story now was of Hackney residents being only one or two months from becoming homeless, with little protection from landlords seeking to increase rents. There were no penalties for being in work, but as the decade continued it was harder and harder to support those in need. The Council worked hard in assessments to consider the

challenges these people faced, including that if they have children in education in the borough they were kept as close to Hackney as possible.

Mayor Glanville stated that following the introduction of the Homelessness Reduction Act in 2018 the numbers of people presenting to the Council as homeless had increased by 40%. He confirmed that Council would be hearing from Councillor Rennison about work being carried out on rough sleeping. In relation to Hackney living rent, the Council would continue to campaign and making the case. He said that more and more people were being forced into homelessness by the government's policies and that until ministers addressed the root causes of homelessness, from welfare cuts to a lack of investment in social housing it would never be possible to end the national homelessness crisis.

Mayor Glanville stated that Mr Sills continued to ask questions about homelessness and the Mayor considered that the best way to address the problem was to work with the Council in campaigning against it.

6 Questions from Members of the Council

6.1 Cllr Anna Lynch to Deputy Mayor Bramble

In light of the Council's recent Ofsted report, can the Cabinet Member for Education, Young People and Children's Social Care outline what the Council will do to improve its Ofsted rating and achieve an 'Outstanding' rating?

Response from Deputy Mayor Bramble

The Deputy Mayor expressed her discontent in the rating of Children's Services just before Christmas, especially knowing how hard staff have worked to achieve the very best outcomes for the children and young people of the borough.

The Deputy Mayor informed Council of the areas of good practice highlighted by Ofsted which included:

- Care leavers
- Early help services
- Support for foster carers
- Support for families with no recourse to public funds and;
- Staff morale

Ofsted made six clear recommendations to the Council which were in relation to; information sharing with partners, timeliness of work and effectiveness of management and systems. Assurances were given that work had started to improve these areas with an aim to progressing to a 'Good' rating and then on to an 'Outstanding' rating within two years.

Reiterating the administration's commitment to its children and young people and directly addressing the way forward, the Deputy Mayor stated that frontline staff, partners, councillors and stakeholders would be involved in delivering an improvement plan. The Children and Families Service would regularly report to the Children and Young People Scrutiny Commission, and would also report back to staff, partners and residents on its progress. Senior officers had been instructed to set up a member-led oversight board which would be chaired by the Mayor and Deputy Mayor and along with the Children and Young People Scrutiny Commission, would play a key role in monitoring progress against the improvement plan.

Deputy Mayor Bramble informed the Council that since the inspection, all current open Private Fostering cases had been reviewed and action had been taken to address any required tasks identified. New governance and case management processes for Private Fostering cases had been agreed to strengthen the assessment and oversight of these cases.

Improvements had been introduced to pre-proceedings work, including the introduction of a revised PLO (Public Law Outline) and introduction of a letter template to improve clarity of information for parents about concerns for their children, what they needed to do now and contingency planning.

In response to a supplementary question regarding the Council's Overall Financial Position as recently considered by Cabinet, Deputy Mayor Bramble reported that Ofsted did not have any specific recommendations about resources or funding. However, an additional £3.5m would be allocated to the service with £1.1 specifically for staff provision.

6.2 Question from Cllr Michelle Gregory for the Mayor

I am pleased to hear that there will be a review about what happened to Musa Sevimli, who sadly died whilst living at a bus stop in Stoke Newington Road last year. Can you advise the timeline of this, how residents and members can contribute to the review and who is chairing the review?

Response from Mayor Glanville

Mayor Glanville reiterated the sadness felt at the death of Musa also known as Mr S. and sent his condolences to his family, friends, the community in Stoke Newington and all those that tried to support him. He knew the impact the death had on all those involved, stating that no one should die like that on the streets of Hackney.

The Council's rough sleeping outreach team alongside partners in Thames Reach along with other agencies had been working intensively with him to try and support him. The Council's teams had visited Mr S on a daily basis to make repeated offers of accommodation, which had started before he began rough-sleeping in the spring of last year and this continued and intensified over the last two months of his life. They had also explored different types and locations of accommodation and support for him.

Unfortunately and very sadly, despite this and other offers of support, it had not been possible to convince him to take up the services on offer. This served as an example that solving London's rough-sleeping crisis was not an easy task –

sometimes even the considerable efforts of finding accommodation was not enough. He told Council that sometimes it took time to build-up trust, and have multiple services and agencies on hand to provide support.

This was what the Council was trying to show in its most recent communications campaign to residents – rough-sleeping is not inevitable, and if Hackney residents saw a rough-sleeper they should talk, tap, time, tell. Talk to them, donate at one of Tap London’s donation points, volunteer your time at local homelessness charities, and tell our Outreach teams through the Streetlink app.

The aim is to try to achieve a multi-disciplinary approach in our service such as the Greenhouse – a partnership with the NHS and Thamesreach providing health care services, a care of address, food, toiletries and clean clothes, washing facilities, phone charging and housing and welfare advice.

Assurances were given that the administration, the Council and its partners were determined to listen and learn from this tragedy.

Mayor Glanville confirmed that the Hackney Safeguarding Adults Board (CHSAB) had agreed that a Safeguarding Adults Review would be commissioned in relation to Mr S. An update had also been made to the Health and Wellbeing Board.

An independent chair of that review had now been appointed along with panel members from the Council, health colleagues, commissioned agencies and voluntary agencies. They aimed to conclude the review by July this year, and were meeting this week to discuss the specifics of that timeframe. Mayor Glanville confirmed that after instruction from the Board, the review would include significant engagement with the local community. He said that he was aware that many local people felt just as strongly about the case as staff on the ground did. He and Cllr Gregory had personally witnessed the expressions of sadness and grief through the several messages and flowers left for Musa at the bus stop in Stoke Newington.

Once the panel had decided a specific timeframe, including the appropriate times for community engagement events as part of the review, Members (especially Ward members) would be fully briefed on how they could be involved.

More broadly at a Hackney, sub-regional and London level the NHS in London was committed to working better to support and improve the health of rough sleepers and the homeless and that he, personally, was very committed to this. The Council would support the work of the review and ensure that there would not be lower expectations around capacity and health for those that find themselves on the streets.

Councillor Gregory spoke of the upset around the death of Mr S and that an action plan would be drawn up to ensure that it did not happen again.

6.3 Question from Cllr Sade Etti to the Cabinet Member for Community Safety, Policy and Voluntary Sector

On the 22nd December last year, residents from across the borough and all walks of life gathered in the Town Hall Square to celebrate Hanukkah – to learn

its message and share traditions across communities. In contrast, we were deeply saddened by the anti-Semitic attacks that occurred in New York this December as well as the incidents of anti-Semitic graffiti in Camden an assault on a Rabbi visiting our own borough. Can the Cabinet Member for Community Safety outline what the Council is doing to stand in solidarity with the boroughs' Jewish community, and how we are working with partners to tackle and prevent hate-crime in Hackney?

Response from Cllr Caroline Selman

Cllr Selman stated that the administration stood in solidarity with all Jewish communities in Hackney and beyond, and condemned the cowardly anti-Semitic terrorist attacks that happened in the United States in December.

It was acknowledged that many members of Jewish communities in Hackney may have concerns about safety in light of these attacks. The Council had been assured by the Police and Home Office that there was no intelligence to suggest any risk of similar attacks in the UK.

A police meeting was held on 17 December 2019 with senior police colleagues, representatives from Hackney Jewish communities, Shomrim, Community Security Trust (CST), Cazenove Ward councillors, Conservative Group councillors and the Hackney Counter-Extremism Coordinator. The meeting reassured all present that there was no known risk in the UK from the sort of groups associated with the recent attacks in the US. Counter-Terrorism Police would continue to monitor the threat level.

Police colleagues and Hackney Community Safety Enforcement Officers have increased patrols in Stamford Hill in recent weeks to provide reassurance for residents.

In specific reference to the unrelated hate crime incident that took place in Hackney on Friday 29 November, the assault of a Rabbi visiting the borough, Cllr Selman reported that two perpetrators had been arrested and charged and were due to appear in court later in January.

Cllr Selman believed these incidents demonstrated why it was important that work continued to be done with the community, Council, police and voluntary sector partners to tackle hate crime and its causes.

Cllr Selman was pleased to report that this was the second year of Hackney's No Place for Hate Strategy and proceeded to inform Council of some of its achievements which included:

- Providing 100 Council staff and partners with hate crime awareness training in partnership with Stop Hate UK
- Awareness sessions with Council staff and police partners to encourage residents to share their ideas on how to tackle hate crime
- Production of a "No Place for Hate" reporting leaflet for use by Council teams and community partners to promote reporting of hate crime.
- Reviewed patterns of incidents and offenders with police partners
- Supported police evidence gathering to ensure that offenders are prosecuted.

Cllr Selman thanked Cllr Etti – No Place for Hate Champion, for her leadership and commitment to the campaign.

Other ongoing work as part of the campaign included:

- Officers supporting two ‘Building a Stronger Britain Together’ funded programmes in the last quarter that had specifically addressed hate crime, including anti-Semitism
- The Prevent team additionally offered a range of training and support to schools in Hackney which included education against hate speech and hate crime.
- The Community Engagement Coordinator supported the Hackney Faith Network which met regularly to encourage understanding and partnership between faiths in the borough and to support the needs of residents within faith communities.

Concluding, Cllr Selman expressed her on-going commitment to continuing to work alongside Cllr Etti, members of the community and partners to make sure that Hackney was no place for hate.

In response to a supplementary question, Cllr Selman stated that funding had been secured and confirmed there would be further programmes to educate against hate crime and prejudice.

Whilst Cllr Odze welcomed Cllr Selman’s response, he questioned the administration’s credibility amongst the Jewish Community. This was owing to the Labour Party leadership and the party’s recent referral to the Equality and Human Rights Commission for allegations of anti-Semitism within the party.

6.4 Question from Cllr Sophie Conway to the Cabinet Member for Employment Skills and Human Resources

Last year the Council positively reported that there was no gender pay-gap amongst its staff, but revealed an ethnicity pay-gap in the organisation. Can the Cabinet Member for Equality outline what the Council is doing to tackle the ethnicity pay-gap and the progress that has been made?

Response from Cllr Carole Williams

Councillor Williams told Council that in 2018/19 a report to Council had been brought on the ethnicity pay gap. As a reminder, she told Council that there was an over representation of white workers in the two upper quartiles with black and ethnic minority workers over represented in the two lower quartiles. Councillor Williams told Council that she remained committed to tackling this problem. The Council was responding to these findings in a number of ways, some of which members were already aware of. It had taken proactive steps to identify and report the gap, despite the fact that it was not required to do so, because it believed that it was important to be transparent about this important issue and what was being done about it. This made Hackney Council one of a few London Councils to do so. Even fewer had reported their findings online as the Council had done.

Councillor Williams told Council that she wanted to see more people from black and minority ethnic backgrounds progress to senior management, reflecting more closely the diversity and talent of the borough. That was why the Council had developed an inclusive leadership programme, which members had previously had the opportunity to learn about. The programme, which was already underway was designed to:

- Promote workforce diversity - seeing people from all backgrounds represented at all levels and
- Promote an inclusive leadership culture where everyone thought more openly and inclusively, regardless of their background

The actions from the programme included:

- Directors leading focus groups with BME staff to help build organisational understanding of reducing the ethnicity gap at senior levels of the council
- Learning from staff focus groups, gaining insight to help identify ways to embed inclusive leadership more firmly into culture and HR processes.
- Training and recruiting Inclusive Leadership champions from across the Council, to deliver the Inclusive Leadership Training for senior managers.
- Delivered a half day course in Inclusive Leadership to 1-3rd Tier Managers by Inclusion Champions (from October)
- Developed and delivered a half-day session for 1-3rd Tier (from February 2020) on cultural competency, which aimed to get managers to understand cultural diversity and engage diverse communities meaningfully in workforce and service provision
- This month, as part of the wider workforce strategy action plan, Hackney Council launched a recruitment campaign to attract more local residents to work for the Council
- The Council's multi award winning apprenticeship programme, developing a talented and committed workforce, key to closing the ethnicity pay gap. Since the apprenticeship programme was launched, there had been an increase in the percentage of Council's workers living within the London Borough of Hackney - rising from 24% in 2017/18 to 26% in the current financial year.
- Guidance had been developed on flexible job design, flexible recruitment and flexible management with Business Disability Forum and Timewise;

Councillor Williams told Council that she had hosted a roundtable, bringing together other London Boroughs, Leads on Race, Equalities and HR to look at how to collectively improve diversity across local government and share best practice.

6.5 Question from Cllr Steve Race to the Cabinet Member for Families, Early Years and Play

Can the Cabinet Member for Families, Early Years and Play give an update on the SEND report co-designed with parents, teachers, and medical professionals?

Response from Cllr Christopher Kennedy

Cllr Kennedy stated that the Special Educational Needs and Disability (or SEND) Co-design Group had presented recommendations to the Council regarding its services. The full text of the report was available on the Local Offer pages of the Council Website.

The group was made up of SEND parents and carers, education professionals, school governors and staff from Hackney's Education Service. Cllr Kennedy relayed his thanks to all involved in the process and paid special tribute to Cllr Gordon and Cllr Patrick who had put in many hours of hard work on this project on top of all their other council responsibilities.

Over the course of the last 18 months this Group had looked at how services are delivered for the borough's SEND children and had developed proposals for a new model for funding Education Health and Care Plans (EHCPs). This funding, known as 'high needs funding' was allocated to schools to support children with additional needs.

The Group's key recommendation was that the current approach of allocating funding through five unequal funding bands (or 'resource levels') should be reconsidered. The Group believed that more evenly spaced funding levels, with equal increments in between, would be a better approach to funding EHCP's.

A number of issues around how schools and the Education Service could better support families were also identified. Officers at the Council have welcomed the key recommendation on resource levels, and will work on both this and all the other recommendations to ensure they can be embedded into the SEND service.

Cllr Kennedy was pleased to report that a detailed new funding model, together with plans for implementation and the other recommendations would come to Cabinet in September with formal public consultation later in the autumn. He was confident that the recommendations would help us all to focus on providing a better service for affected children, and that the new model would result in a more sustainable service, that allowed parents, carers, teachers and officers to better plan budgets.

Cllr Kennedy was delighted that the Education Service had been able to work with partners, parents and campaigners to co-design a new model which would result in a more sustainable service

Concluding, Cllr Kennedy stated that whilst he welcomed the report, there was a significant shortfall in funding from the Government. He renewed the administration's commitment to lobby the Government to once and for all properly fund the education of children with special needs.

6.6 Question from Cllr Woodley to the Cabinet Member for Finance and Housing Needs

Can the Cabinet Member for Finance and Housing Needs advise how many rough sleepers were identified in Hackney during this year's annual count, which took place in November, how this compares to last year's count and what the council is doing to address this issue?

Response from Cllr Rebecca Rennison

Councillor Rennison told Council that during this year's annual count, 14 people had been identified as sleeping rough in Hackney. This was down from 23 in 2018 and showed that the coordinated approach to homelessness and rough sleeping, and investment in increased outreach, was having an impact. Councillor Rennison thanked Councillor Woodley and other colleagues who had taken part in last November's count.

Councillor Rennison thanked all those involved in the annual count.

- 6.7 In accordance with the Council's Constitution (Part 4 Paragraph 11.7), the Speaker advised that the allocated 30 minutes for the consideration of Questions by Members on Notice had come to an end. A written response would be provided for the remaining two questions.

7 Elected Mayor's Statement

Mayor Glanville commenced his statement by wishing everyone present a Happy New Year.

He then proceeded to highlight the following key points:

- He echoed the earlier tribute to former Councillor Vicky Masters who had recently died and acknowledged the contribution she and her husband had made to the London Borough of Hackney.
- The Mayor congratulated those recognised in the Queen's New Year's Honours List including Lynette Romeo awarded CBE for services to social work (adults) and Kay Withers awarded CBE for public service. He was especially pleased to congratulate Councillor Mete Coban who was awarded an MBE for services to young people. Mayor Glanville commended Councillor Coban's work with his charity which has empowered young people and enabled them to have a voice and engage in key issues such as Brexit.
- In reference to the General Election, he believed the results had left many residents fearful of the future. He expressed his devastation at the results and his unease that a government was elected to serve the few and not many. A government who had failed to set out their response to address the housing crisis, welfare system or climate change.
- Mayor Glanville was pleased to report that Cabinet had recently approved £8m of capital investment in the borough's libraries, museums, parks, leisure centres and green spaces. The Mayor and Deputy Mayor would also look at new ways to support young people, especially those dealing with mental health issues.
- Newly elected Councillor Kofo David was welcomed to his first meeting of Council. He was elected as a Labour councillor at the recent by-election in

Clissold ward. Mayor Glanville also paid tribute to his predecessor former Councillor Ned Hercock, who had served as a diligent ward councillor since his election in 2014, with a passion for public service, sitting on the Planning-Sub and Standards Committees and the Hackney Homes and Sustainable Transport Boards. The Mayor wished him well for his new life outside of the borough.

- The Mayor paid tribute to and congratulated Councillor Clark, former Deputy Mayor who was elected as Member of Parliament for Enfield North in the recent General Election.
- In reference to the recent Ofsted inspection, the Mayor reported there was no more an important duty than to look after its most vulnerable children. Assurances were given that he, Deputy Mayor Bramble and council officers would be rising to the challenges set by Ofsted.
- Mayor Glanville acknowledged EU citizens living and working in the borough and stated that the administration would continue to champion their contribution.
- The forthcoming 2020-21 budget was to be agreed at the next meeting of Council in February. Its key themes would include; protecting front line services in spite of austerity, sustainable transport, continuing work on renewable energy and poverty reduction to ensure the proceeds of growth were shared in the borough to help protect the most vulnerable.
- It was announced that Ridley Road Market would remain safe from closure under his administration and its local ward councillors who championed it. The market would be retained as part of Dalston's unique character, despite the challenges faced.
- In closing, the Mayor expressed his disappointment in a recent article published in the Hackney Gazette as a result of comments made by a member of the opposition. He stated that Hackney would remain a place where hate would not be tolerated and diversity celebrated.

Councillor Levy, leader of the opposition responded to the Mayor's Statement raising the following key points:

- Reference was made to the recent General Election, he expressed concerns relating to the direction of travel had a Labour Government been voted into power as the Labour manifesto included a heavier involvement of the role of the state and increased taxation.
- Councillor Levy, made mention of the significantly reduced number of Labour MPs returned to Parliament and stated he believed that this was down to the electorate having no trust in the Labour Party Leader.
- Reference was made to what he believed to be systemic anti-Semitism within the Labour Party. However he excluded Mayor Glanville and his administration and thanked them for their condemnation of anti-Semitism and all hate crime. In the approach to International Holocaust Remembrance Day and the 75th anniversary of Auschwitz liberation, Councillor Levy took the opportunity to

denounce every form of racism and hate crime in all its forms in Hackney and beyond and endorsed the motion on Islamophobia which was to be considered later in the meeting.

- Cllr Levy was disappointed that residents in zone T of the CPZ were compelled to challenge the terms of the operation. Conservative Councillors had met with officers to discuss the hours of operation. Those adversely affected were still waiting for a response for to the suggestions for a mutually acceptable solution.
- Congratulations were offered to the new Member of Parliament for Enfield North, Councillor Clark and he wished her every success going forward.

In exercising his right of reply, Mayor Glanville raised the following key points:

- He stated that he was utterly shamed that the Labour Party had been referred to the Equalities and Human Rights Commission over allegations of antisemitism. It was his wish that whoever was elected the new leader of the party would fully take on board the outcome of the investigation.
- He thanked Councillor Levy for his leadership in the chamber and beyond, and reiterated his commitment to ensure that the administration took the concerns and safety of all communities seriously

8 Demonstration of Voting System

8.1 Council received a demonstration of the Council's voting system.

9 Report from Cabinet: Calculation of 2020/21 Council Tax Base and Local Business Rate

9.1 In accordance with s 106 of the Local Government Finance Act 1992, the Speaker reminded Council that Councillors who were more than two months' in arrears on Council Tax must disclose this fact and take no part in voting on the recommendation. Failure to comply was a criminal offence, punishable by fine.

9.2 Councillor Rennison introduced the report on the Calculation of the 2020/21 Council Tax Base and Local Business Rates Income, highlighting the following key points:

- The estimated (budgeted) council tax collection rate for 2020/21 was 95.5% (an increase of 0.5% from the previous year) with a tax base of 74,386 band D equivalent properties.
- This was not additional income as the higher collection rate had been achieved over the last few years, so had been included in the Council's budget.
- That the Council Tax Empty Property Premium on properties that had been empty for 5 years or more was increasing to 200%
- The Government had decided it would not provide for the continuation of 75% London Business Rates Retention and Pooling Pilot scheme in 2020/21
- Hackney's non-domestic rating income for 2020/12 was £ 149,750,650
- There were to be further changes to the business rate retention scheme.

9.3 Councillor Odze opposed the recommendation on the following basis:

- That the estimated collection rate of 95.5% was not sufficiently ambitious and should be set at a higher rate, given the Council's collection rate of previous years.
- In reference to paragraph 3.9 he stated that this blanket imposition of a 200% increased premium for properties that had been empty for at least 5 years did not take into account the reasons why properties were unoccupied. He believed that many properties were empty owing to ongoing inheritance issues/probate meaning that until resolved, the properties could not be sold. He felt that the people inheriting properties did not have the resources to carry out works on the property therefore imposing an additional premium would be detrimental.

Councillor Odze did, however, accept that empty properties should be brought back into use. It was his belief that the majority of unoccupied properties were Council owned and not privately owned and retained his concerns regarding the application of the premium.

9.4 In response to Councillor Odze's comments, Councillor Rennison gave assurances that the Council would be working to exceed the estimated collection rate. She highlighted the importance of getting the target collection rate right so as not to leave the Council with a forecast deficit by making reckless predictions. With regard to the empty property premium, it was reported that the Council's main priority was to bring empty properties back into use to provide homes for people in the borough.

Members voted on the recommendations as follows:

For: 50 Mayor Philip Glanville, Cllr Kam Adams, Cllr Soraya Adejare, Cllr Brian Bell, Cllr Polly Billington, Deputy Mayor Anntoinette Bramble, Cllr Jon Burke, Cllr Robert Chapman, Cllr Ajay Chauhan, Cllr Feryal Clark, Cllr Mete Coban, Cllr Sophie Conway, David, Cllr Michael Desmond, Cllr Sade Etti, Cllr Susan Fajana-Thomas, Cllr Humaira Garasia, Cllr Margaret Gordon, Cllr Michelle Gregory, Cllr Katie Hanson, Cllr Ben Hayhurst, Cllr Clare Joseph, Cllr Christopher Kennedy, Cllr Richard Lufkin, Cllr Anna Lynch, Cllr Yvonne Maxwell, Cllr Clayeon McKenzie, Cllr Anthony McMahon, Cllr Sem Moema, Cllr Guy Nicholson, Cllr Deniz Oguzkanli, Cllr Sam Pallis, Cllr Sharon Patrick, Cllr James Peters, Cllr Emma Plouviez, Cllr Clare Potter, Cllr Steve Race, Cllr Tom Rahilly, Cllr Ian Rathbone, Cllr Rebecca Rennison, Cllr Anna-Joy Rickard, Cllr Caroline Selman, Cllr Gilbert Smyth, Cllr Peter Snell, Cllr Patrick Spence, Cllr Vincent Stops, Cllr Caroline Woodley and Cllr Penny Wrout

Against: 3 Cllr Odze, Cllr Klein and Cllr Levy

Not present: 5 Cllr Cameron, Cllr Ozsen, Cllr Papier, Cllr Steinberger and Cllr Webb

RESOLVED:

That in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the amount calculated by Hackney Council as its Council Tax Base for 2020/21 shall be 74,386 Band D equivalent properties adjusted for non- collection. This represents an estimated collection rate of 95.5%.

That in accordance with The Non-Domestic Rating (Rates Retention) Regulations 2013 Hackney's non-domestic rating income for 2020/21 is £149,750,650 subject to completion of the NDR1. This comprises three elements.

- **£54,074,195 which is payable in agreed instalments to the Greater London Authority**
- **£44,040,077 which is retained by Hackney Council and included as part of its resources when calculating the 2018/19 Council Tax requirement.**
- **£51,636,378 which is payable in agreed instalments to Central Government**

To note that changes are proposed to the current CTRS scheme in 2020/21 and that these are covered by another report on this agenda.

To agree that the Council Tax Empty Property Premium on properties that have been empty for 5 years or more is increased from 100% to 200%

10 Report from Cabinet: Council Tax Reduction Scheme

10.1 Councillor Rennison introduced the report explaining that this scheme replaced the Council Tax Benefit, a national scheme administered by the Department of Work and Pensions (DWP). It was reported that following a change in funding arrangements, when the scheme was first introduced, claimants of working age were required to make a minimum contribution of 15%. Further reduction in funding meant that the minimum contribution was raised to 17%.

10.2 Councillor Rennison was pleased to report that following a review of the impact of the additional costs to households, the minimum contribution had been set to 15% with a commitment to reduce the contribution to 10% in by 2025/26 and to zero by 2030.

10.3 Councillor Odze congratulated Councillor Rennison and the Cabinet for their efforts in trying to alleviate the plight of the poorest people in the borough. However, he opposed the report highlighting that he believed that recommendation 3.3 was an overt attack on the Conservative government and therefore with reluctance, could not agree to the recommendations.

10.4 The Mayor expressed his disappointment that Councillor Odze had opposed the report and highlighted the Council's £20m contribution in attempts to address the shortfall owing to changes in funding from Central Government.

10.5 The Mayor followed by Councillor Clark spoke about the need to continue to lobby the government and spoke against the wider issue of austerity measures imposed nationally by the Conservative Party and the negative impact it had on public services and local people.

RESOLVED:

That the contents of the report and the financial implications attached to each of the options outlined within the report be noted.

That Members, recognising the financial constraints placed on the Council, agree to revise the Council's current Council Tax Reduction Scheme by reducing the minimum contribution which all working age CTRS claimants have to pay from 17% to 15% of their Council Tax liability.

That the Council commit to campaigning for the return to a fully funded benefit, paid for by Central government.

That the ambition that we further reduce the maximum contribution to 10% by 2025/26 and move to a fully funded scheme by 2030 be noted.

11 Motion: Calling on Hackney Council to Adopt the All-Party Parliamentary Group on British Muslims Definition of Islamophobia

11.1 Councillor Garasia proposed the motion. The motion called on Hackney Council to adopt the 'All-Party Parliamentary Group on British Muslims Definition of Islamophobia' and to agree the definition of islamophobia - 'Islamaphobia is rooted in racism and is type of racism that targets expressions of Muslimness or perceived Muslimness.'

11.2 Councillor Woodley Seconded the motion

11.3 Councillor Garasia introduced the motion raising the following key points:

- That she was proud that the motion in relation to anti-Semitism had been passed by the Council in 2018
- That she was born and had spent her entire life in Hackney and was proud to live there
- Personal reference was made to her experience of islamophobia as a young woman with unacceptable comments, discrimination at work, citing the example of people not sitting next to Muslims on public transport, or moving away if they began to read the Koran. These had become every day experiences for Muslims.
- Councillor Garasia's religion had taught her to love, respect and care for everyone. Yet, Muslims continued to be considered to be an attack on the British way of life.

- Tribute was paid to Hackney as a diverse and inclusive borough, which her family had migrated to and had been accepted in, a place where she had experienced love and care
- Councillor Garasia expressed pride at the diverse nature of the borough with its mosques and synagogues, and its willingness to tackle all forms of discrimination.
- There was a rise in islamophobia, extremism and right wing terrorism with negative comments made by politicians. In relation to the media, a recent study found that 59% of headlines showed Muslims in a negative light, using words such as terrorism. She considered that the increase in hatred, misconception and scaremongering by the media, right-wing extremists and even politicians was damaging to the way of life of this country.
- Disappointment was expressed that Islam had been misconstrued and used by racists to create fear and promote their agenda for the future. She said that right wing terrorism was everywhere. A study in 2019 showed that the far right was tapping into political rage.
- Councillor Garasia passionately relayed what it felt like having to think twice whilst using public transport, particularly at peak/busy periods and expressed concerns about her personal safety because of her religion and choice to wear the hijab. She told Council that she should not have to have such thoughts cross her mind.
- That there was a real need to tackle all forms of discrimination and hate

Councillor Woodley as the seconder of the motion then raised the following key points:

- In the days following the 'terrible' Christchurch attack, she had not been able to imagine what it felt like for people of faith to come together to remember those lost and to be targeted because of their faith. She paid tribute to those in the Council Chamber who had come together in support at the community centre in the Cazenove Ward
- There had been the anti-Semitic attack at the 'Sea of Light', in Pittsburgh when fear was met with resilience and hope.
- There were the instances of name calling and pulling at young Muslims clothing as they walked down the street, together with the recent unhelpful comments of a primary politician in comparing the burka to a letterbox
- She paid tribute to the work of interfaith leaders in the borough and the valuable charitable work carried out.
- Councillor Woodley stressed that it was vital to take a clear stance at this time, recognising the work of the 'All Party Parliamentary Group on British Muslims', established in 2017, building on previous work on islamophobia together with the need to have a working definition of islamophobia. This had been adopted by the Mayor of London and many London Boroughs, together

with the Labour Party, the Liberal Democrats and Scottish Parties, including the Scottish Conservative Party. Councillor Woodley asked Council to condemn islamophobia and discrimination and hoped that all would pass the motion

10.4 Following the motion being proposed and seconded, the following contributions were made:

- Councillor Rathbone acknowledged a new era of faith in the borough and referred to the 'No place for Hate Campaign' and paying tribute to its Champion, Councillor Etti. This had helped to maintain peace in the borough's communities. Councillor Rathbone thanked Mayor Glanville for his active involvement. He referred to the 'Community Faith Network', set up five years previously with an increase in public meetings, dealing with issues such as domestic abuse and mental health. Further, he referred to the Jewish Christian Forum and the Muslim Jewish Forum. This all demonstrated that it was possible for all to come together. He considered that it was unfortunate that such a motion was necessary but that it was necessary to establish parameters for those people who hate. Further, the Government had created a hostile environment against people from other countries and it was also necessary to set parameters by which it was not acceptable to do so. The motion was in line with the antisemitism motion passed by Council in the previous year. He expressed the hope that the Conservative Party would support the motion.
- Councillor Desmond welcomed the motion and spoke of the benefits of being a Hackney resident with its tolerance, understanding and an attitude of 'live and let live'. He conceded that it was unfortunate that it was necessary to have such a motion. He acknowledged the role of social media and stated that it should be necessary to prove your identity before posting poisonous, toxic tweets. This would allow people to take responsibility and be held to account for their actions. He concluded by saying that Hackney was a place for tolerance.
- Councillor Etti thanked Councillors Garasia and Woodley for proposing the motion. She referred to her role as champion of 'No Place for Hate' and the work with others standing together against hate. She referred to the strategy that had been put in place. There had been two other motions of this kind in 2016 against hate crime and in 2018 against antisemitism. Councillor Etti said that every voice deserved to be heard. She supported the motion and said that there was no place for hate in Hackney.
- Mayor Glanville thanked Councillors Garasia and Woodley for their passion in proposing the motion. He said that it was deeply saddening that in 2020 it was necessary to propose such a motion and take stances against hate, anti-Semitism and Islamophobia. He said that it sometimes seemed that the Council was standing against a tide of hate but when the chamber stood up firmly against things like hate, it was also standing up for what it truly believed in. He paid tribute to all those from the Muslim community present at the meeting. He paid tribute to Councillor's Garasia's family who had welcomed into their home. He referred to her as a microcosm of Hackney in one person. Councillor Garasia had grown up in Hackney and had been

through 'Young Hackney' and had been a young parliamentarian. He said that they could bring a rich collective identity and put it to use for the benefit of the Borough. Mayor Glanville stated that he would stand up against those that sought to divide and that he did this as somebody who doesn't share all faith values. Mayor Glanville said that he was an atheist, gay, white man who had not grown up in Hackney, but that he stood absolutely with the people who had and the people in the community that do so much to support all people to live their lives. He considered that tolerance and diversity did not happen by accident. It was for all to breathe life into it every day and make sure all stand up for it.

- Councillor Odze stated that he deplored the fact that the motion was necessary but unfortunately it was and he was in full support of it. He paid tribute to Councillor Garasia and her willingness and commitment to resolve issues that were cross party and cross faith groups. He said that there was no place for hate anywhere, let alone in Hackney, be that hate against Jews, Muslims, gays, travellers or anybody. He said that hate was a destructive emotion. Councillor Odze said that he supported the motion as the son of a sole survivor of the Holocaust whose aunt and possibly the rest of his family were murdered in Auschwitz. He concluded by saying that it was necessary to draw boundaries against hate.
- Councillor Pallis thanked Councillors Garasia and Woodley for proposing the motion. He said that he had been born and raised on the Cazenove Road. He considered that Hackney was exemplary, having all the values that were cherished. It was a borough where communities came together. He considered that it was sad to have to propose this motion but it was necessary and it was necessary to stand in solidarity.
- Councillor McMahon thanked Councillors Garasia and Woodley for proposing the motion. He stated that it was sad to have to propose this motion. He said that it was with deep pride that he represented the Cazenove ward with its 'strong and fantastic institutions' along Cazenove Road. He said that he was proud to support the motion and support Hackney standing out at a time when hatred was rising in the national culture.
- Councillor Selman thanked Councillors Garasia and Woodley for proposing the motion and speaking so clearly and compassionately for the need for it. Councillor Selman said that islamophobia or any other type of hatred would not be solved through definitions alone. She referred to the work carried out with community groups to ensure that funding met local needs. She said that words and definitions did matter and that there was a need to reflect on why the motion was needed. In the last year alone there had been three hate attacks, in New York, Toronto and Christchurch. Councillor Selman said that the attacks did not exist in a vacuum and that they were fuelled by the hate that exists around it such as through the internet or increasingly from public figures who should know and do better. It was also the day to day experiences that Councillor Garasia had spoken about so powerfully earlier, such as demonising others and perpetrating unacceptable jokes. She said that she was extremely proud that the Council had passed a motion against antisemitism in 2018. Councillor Selman referred to the need to stand side by

side in solidarity to ensure that Hackney and the country was no place for hate.

- Councillor Gregory thanked all for the work carried out in the Borough on this matter. She stated that Hackney had a long history of being a welcoming borough. It is a diverse place, where people from all backgrounds-different nationalities, religions and sexualities live side-by-side and where over 14 percent of the population is Muslim.

Following the debate, the Motion as follows was put to the vote:

The Council notes: Hackney is committed to tackling all forms of hate and discrimination, and has a history of doing so.

- In November 2016, Hackney Council voted in support of a motion condemning hate crime, and committed to develop a hate crime strategy.
- We appointed a Hackney No Place for Hate Crime Champion in 2017 and began highlighting the work of tackling hate crime. A Hackney Faith Network was also established involving Christian, Jewish and Muslim leaders.
- In January 2018, the Cabinet approved Council's strategy for tackling hate crime 2018-2020
- This council expressed alarm at the rise of antisemitism and as Hackney has the second highest Jewish population in London, Hackney Council passed a motion adopting the IHRA definition of antisemitism in February 2018
- In March 2018, the council consulted on its draft strategy for tackling hate crime and published *Hackney: No Place for Hate – Hackney Council's Strategy for Tackling Hate Crime 2018-22*
- In March 2019, Hackney Mayor, Speaker and Councillors took a stance against the recent terrorist attacks in New Zealand on Mosques in Christchurch, attending an interfaith solidarity event organised jointly by Hackney's Muslim community, North London Muslim Community Centre, Clapton Mosque (Madina Mosque Trust) and the Cazenove Road Mosque (Masjid-e-Quba), attended by Christian, Jewish and Muslim leaders along with others.

Following an extensive consultation, the All-Party Parliamentary Group (APPG) for British Muslims formulated a working definition of Islamophobia.

“Islamophobia is rooted in racism and is a type of racism that targets expressions of Muslimness or perceived Muslimness”

Contemporary examples of Islamophobia in public life, the media, schools the workplace , and in encounters between religions and non-religions in the public sphere could, taking into account the overall context, include, but are not limited to:

- Calling for, aiding, instigating or justifying the killing or harming of Muslims in the name of a racist fascist ideology, or an extremist view of religion.
- Making mendacious, dehumanizing or stereotypical allegations about Muslims as such, or of Muslims as a collective group, such as, especially but not exclusively, conspiracies about Muslim entryism in politics, government or other

societal institutions; the myth of Muslim identity having a unique propensity for terrorism and claims of a demographic ‘threat’ posed by Muslims or of a ‘Muslim takeover’.

- Accusing Muslims as a group of being responsible for real or imagined wrongdoing committed by a single Muslim person or group of Muslim individuals, or even for acts committed by non-Muslims.
- Accusing Muslims as a group, or Muslim majority states, of inventing or exaggerating Islamophobia, ethnic cleansing or genocide perpetrated against Muslims.
- Accusing Muslim citizens of being more loyal to the ‘Ummah’ (transnational Muslim community) or to their countries of origin, or to the alleged priorities of Muslims worldwide, than to the interests of their own nations.
- Denying Muslim populations the right to self-determination.
- Applying double standards by requiring of Muslims behaviours that are not expected or demanded by any other groups in society (e.g. loyalty tests).
- Using the symbols and images associated with classic Islamophobia (e.g. Muhammed being a paedophile, claims of Muslims spreading Islam by the sword or subjecting minority groups under their rule) to characterize Muslims as being ‘sex groomers’, inherently violent or incapable of living harmoniously in plural societies.
- Holding Muslims collectively responsible for the actions of any Muslim majority state, whether secular or constitutionally Islamic.
- This list is not exhaustive but forms guidelines to recognise markers of Islamophobia in today’s context.

“Islamophobia is rooted in racism, and is a type of racism that targets expressions of Muslimness or perceived Muslimness”.

This Council resolves to:

- Speak out against Islamophobia and its rise in recent years across the UK and around the world.
- Condemn all bigotry and any discrimination on the basis of ethnicity, religion, denomination or any characteristic protected by the Equality Act.
- Endorse and adopt the All-Party Parliamentary Group on British Muslims’ definition of Islamophobia.

Carried by unanimous agreement

12.1 Tim Shields, Chief Executive introduced the report as set out.

RESOLVED:

- That Cllr Clare Potter be appointed to the Corporate Committee to fill the vacancy left by the resignation of former Councillor Ned Hercock.
- That Shabnam Hassan and Luisa Dornela be appointed to the two vacant parent governor co-optee positions on the Children and Young People's Scrutiny Commission as set out in Article 7 of the Council's Constitution and;
- That Nicola Hanns and Aoife Scannell be appointed as independent co-optees to the Standards Committee

Duration of the meeting: 7.00-9.18pm



<p>TITLE OF REPORT 2020/2021 BUDGET AND COUNCIL TAX REPORT</p> <p>KEY DECISION NO. FCR Q44</p>	
<p>CABINET MEETING DATE 2019/20</p> <p>24 February 2020</p> <p>COUNCIL MEETING DATE 2019/2020</p> <p>26 February 2020</p>	<p>CLASSIFICATION</p> <p>OPEN</p>
<p>WARD(S) AFFECTED</p> <p>All Wards</p>	
<p>CABINET MEMBER</p> <p>Mayor Glanville</p>	
<p>KEY DECISION</p> <p>Yes</p> <p>REASON</p> <p>Spending or Savings</p>	
<p>GROUP DIRECTOR</p> <p>Ian Williams Finance and Corporate Resources</p>	

1.0 MAYOR'S INTRODUCTION

- 1.1 Local government has heard that “austerity is over” before. We also know that despite promises in speeches by government ministers, or figures on the side of a big red bus, that spending cuts that started a decade ago continue today.
- 1.2 Since 2010, our core government funding has shrunk by £140 million – a cut of 45% of government grant income. This is not unique – cuts to local government mean councils across the country have lost 60p out of every £1 that the last government was spending a decade ago. In Hackney, per household we have seen the biggest funding cut of any London borough at £1,459.
- 1.3 We have faced additional costs from increasing demands for services, in part due to cuts to other public services and damaging welfare reform. In a Budget report these can be described as ‘costs’ or ‘pressures’, but what we are really highlighting is the lived experience of thousands of Hackney residents, whose lives have been made harder and harder by the rise in work poverty; a failure to regulate the private rented sector; the hostile environment; a labour market that all too often leaves those in work in poverty; universal credit; and wider welfare reform. This impacts the ability of the Council to respond and compounds the impact of austerity, for instance we spent £1 million per year on temporary accommodation in 2010. We now spend £13 million on TA, and if you add the cost of Housing Benefit, this figure is closer to £50m.
- 1.4 So austerity is not over for local government nor the citizens of Hackney. Whilst we will receive additional resources in 2020/21 as set out in the 2020/21 LGFS and 2019 Spending Review, these are of a one-off nature, barely covering the gaps in existing funding in services like social care and SEND; and we still need to find an additional £19 million of savings by 2022. We also need to ensure the Council is on sustainable financial footing as we approach the three Spending Review and Fair Funding.
- 1.5 In this budget we are proposing that Council Tax will increase by 3.99%, this is never an easy decision and we know that any rise can have an impact on those that are on fixed incomes. But as we enter the 11th year of austerity, it will raise £3.3 million to help cover our £30 million budget gap. For the average household in Hackney, the increase will add less than £1 a week to their bill. Despite this increase, it is expected that Hackney will still have one of the lowest Council Tax rates in London.
- 1.6 Through a decade of cuts to our budgets Labour councils like Hackney have protected our frontline services, invested in our workforce and protected our most vulnerable residents from the worst impacts of austerity, and the 2020/21 budget is no different. We are still ambitious and working to make Hackney fairer, safer and more sustainable. We are investing in Hackney despite our budget challenge, and seeking to help more of our residents with their own budget challenges.
- 1.7 We are explicitly investing more in making Hackney fairer, and this year we are pledging more money to help our residents in poverty. We will return funding to support the 27,000 low or no income families that will now receive 85% discount on their Council Tax bill, alongside pensioners and care leavers who are not being charged Council Tax at all. Council Tax is a regressive tax that hits the poorest

residents the hardest, but government cuts mean we will rely more on our taxbase to fund our services in the future. So we will work towards ensuring all of the boroughs families on low or no incomes pay no Council Tax at all by 2030, and ensure that they benefit from at least a 90% discount by 2025/26. This year, we will also invest an extra £500,000 into projects to directly help our poorest residents, including help for families in food poverty to access fresh, healthy food.

- 1.8 We are also making our service delivery fairer, recognising our role as a key anchor institution in the borough and leading by example in line with our new Inclusive Economy Strategy. Rather than spending £2.5 million on the Keir school cleaners and facilities management contract covering 10 schools, this will now be spent on a newly in-sourced service which will see 30 caretaking staff be directly employed by the schools, five cleaning management roles and six central FM management staff transferred to Hackney Council along with 80 cleaning staff which will all now sit in the Council's Education Property Team. Overall, schools and the Council will have more control over their costs, as reactive maintenance budgets previously covered by the contract are now managed directly by schools, they are also directly employing premises staff while over 100 staff will now be on local authority contracts with all of the benefits that come with them. We have continued seeing the benefits of insourcing with ICT, where in-sourcing functions have saved the Council £1 million. We have also renegotiated the facilities management contract for the Hackney Learning Trust building in-line with our Sustainable Procurement Strategy which will see all staff uplifted to the London Living Wage while saving £1.8 million during the lifecycle of the contract. Both of these cases, where high numbers of the staff will also be Hackney residents, prove that whether through in-sourced services or procured contracts, anchor institutions like Hackney can use our services to benefit the local economy.
- 1.9 We will also continue to fund our award winning employment and apprenticeship schemes which are beating government department's at their own targets for apprenticeship recruitment and ensuring Hackney's local and vibrant economy provides direct opportunities for the borough's residents. Our Employment and Skills team will continue the £2.1 million invested in programmes such as Hackney Works and their Opportunity Hubs across the borough, the Hackney 100 paid work experience programme, Supported Employment and Project Search internships for residents with learning disabilities and the Hackney Apprenticeship Network to support local businesses to grow their own apprenticeships. These programmes have seen the Council support 4,500 local people into work or training, with over 40 job outcomes every year for residents with learning disabilities and 10 young people into internships at the Homerton hospital, two cohorts of Hackney 100 work experience placements at the Council. Across the Council we have over 120 award winning apprentices, triple the number we had in 2016 and across a far wider range of functions and levels.
- 1.10 We also know that crime and safety is a really important issue for many of our residents, especially given some of the tragic incidents that have taken place on our streets over the last year. This budget will help make Hackney safer, investing £7.3 million budget to fund programmes like the Integrated Gangs Unit – our unique partnership with the Police, Probation Service and other partners, aimed at supporting people out of gang involvement. We will also expand our CCTV network,

maintain our enforcement team, fund extra police officers and safety initiatives in our night time economy, using contributions from the Late Night Levy and continue our #ReframeTheNight campaign to stamp out sexual harassment.

- 1.11 This budget will also help keep our children and families more safe. The Ofsted report notes that “most social work units have manageable caseloads” and recommendations did not specifically refer to resources, but we will still be setting aside a one-off £1.6 million resource to meet any increased demand in the service for 2020/21. This will help create additional management capacity, project support and an external challenge partner to assist in the Council’s improvement programme for Children and Families’ Services. Our Children and Families Service continues to manage rising demand and pressures while improving outcomes, supporting 413 looked after children, implementing 276 child protection plans and completing 4,290 statutory social work assessments.
- 1.12 But we know keeping people safe, especially young people, also means providing opportunities and support. We will spend £13 million on youth services, including our four youth hubs, six adventure playgrounds and other satellite-based community provision. Over the last year these have seen 177,299 attendances at our universal youth services. Young Hackney also works with approximately 600 young people at any one time through the Early Help team providing tailored individual support, as well as providing support to 54 young people on statutory youth justice orders. We have seen the benefits of the new approaches we have pioneered around contextual safeguarding, community outreach from the IGU and the trusted relationships work.
- 1.13 We have a duty to keep our residents safe from the wider impacts of the ever nearing climate emergency. Last year the Council declared a climate emergency, and making our borough greener and more sustainable runs through the heart of this budget. We’ve committed significant funding for projects, including £5m over the next three years to switch all our street lights to energy efficient LED bulbs – saving energy costs and reducing our electricity consumption through our streetlights by 60%. This year, our municipal energy company Hackney Light and Power will also invest the £405K Green Homes Fund in rolling-out free home insulation, helping lower energy bills for thousands of local residents and significantly reduce the gases produced by heating our homes. We will also plant 35,000 new trees in our streets, parks and green spaces directly by the Council or through charitable partners, invest in more sustainable transport, make our parks and leisure centres greener and better for users, drinking water fountains and by the end of year we will have 22 School Streets throughout the borough.
- 1.14 This budget invests in Hackney, showing that despite Hackney’s budget challenge, Hackney Council continues to invest in our communities, fairness and transforming lives. Over the next year alone, Hackney Council will spend £322 million through capital projects like a new learner pool at London Fields Lido and refurbishing Stoke Newington Library and Hackney Museum. We own and manage over 30,000 council homes, and next year we’ll spend £69.9m on improving them. We will also continue to keep Hackney building, for those who desperately need new homes through our £60 million house building programme in 2020/21 which will complete or start on-site 251 genuinely affordable Council homes at social rent, shared ownership or

living rent homes. We'll also invest £7m in managing and maintaining Hackney's 58 parks, gardens and open spaces and seven sport and leisure centres, and £5.8 million into the boroughs libraries which have seen 1.6 million visits over the past year. We will also maintain our investment in delivering the new Britannia Leisure Centre and new Secondary School at Shoreditch Park and will start exploring options to renew Kings Hall and develop new in-house options for residential care.

- 1.15 But we can only achieve all of this through careful and sound financial management. If we do not pass a balanced budget, and plan an illegal deficit budget, the result would be handing over budget and service management to Whitehall civil servants. We will need to continue passing prudent budgets, particularly given future risks such as Brexit, and the upcoming "Fair Funding Review". Many residents may have seen the recent press stories of the government's Fair Funding Review which could see inner-city councils budgets lose-out in favour of districts and shires. The latest analysis of FFR plans could see inner-London boroughs like Hackney lose 25% of our remaining government grant, which result in our remaining budget gap of £18 million by 2023/24 doubling to over £36 million. We will stand with others in local government in opposing these plans and stand-up for our staff and frontline services that protect our most vulnerable residents.
- 1.16 I would like to thank Deputy Mayor Rennison, my Cabinet and councillor colleagues, the Group Director for Finance and Corporate Resource Ian Williams and his entire team for their work on the budget report, as well as the continued work to maintain the financial resilience of the Council. I would like to echo his thanks to two members of his team that are retiring – Michael Honeysett and Kay Brown – two dedicated public servants that have contributed to our mission for a fairer, safer and more sustainable Hackney.
- 1.17 This is an ambitious and Labour values driven Budget that protects universal services, invests in our priorities, creates more opportunities and supports the most vulnerable and I am proud to commend this report and my fourth Budget to Cabinet.

2.0 GROUP DIRECTOR'S INTRODUCTION

- 2.1 This report asks Cabinet to agree and recommend to Council for approval, the 2020/21 General Fund budget estimates, a 3.99% increase in the Hackney element of Council Tax made up of 2% in respect of adult social care and 1.99% in respect of other services, and a series of recommendations relating to the Council finances in respect of the 2020/21 financial year.
- 2.2 I would like to place on record my thanks and gratitude for the support and cooperation I have received from the Mayor, Cabinet Members, colleagues on the Hackney Management Team and Officers within my own and the other Directorates throughout the budget setting process, my twelfth whilst Group Director, which is now a continual process. In particular I would also like to put on record my thanks to two members of my team who have been with me throughout this time but have chosen to retire after

many years service, Michael Honeysett - Director of Financial Management and Kay Brown - Director of Customer Services.

- 2.3 The 2020/21 Revenue Budget was put together against the backdrop of £140m funding cuts since 2010/11 and the need to make further savings to offset further funding losses and the additional cost pressures we will experience over the next two years.
- 2.4 Turning to Council Tax, this report proposes to set an increase of 3.99% in the Hackney element of the Tax in 2020/21. Given the significant reduction in external funding since 2010/11 which has risen to at least 45% by 2020/21, I believe such an increase is essential to protect the Council's funding position in both the short and medium term whilst balancing the demands it places on local taxpayers. Moreover, the increase must be viewed not just in the context of the external funding losses but also against the backdrop of significant cost pressures in services such as Adult Social Care, Children's Services, Homelessness and Temporary Accommodation and Special Education Needs as well as the ongoing impact of the welfare reforms, the Homeless Reduction Act and the introduction of Universal Credit.
- 2.5 Turning to the 2020/21 revenue budget proposals set out in this report, they are underpinned by several efficiency proposals approved throughout the current and previous financial years. We have developed proposals that achieve expenditure reductions primarily through service transformation, further back office savings throughout the Council and the restructuring of services. We have also sought to maximize income opportunities from the considerable asset base the Council holds to protect and sustain universal services and those to the most vulnerable.
- 2.6 In order to meet the financial challenges ahead, it will be necessary to continue the Council's proven record in relation to tight financial management and control. We will continue to adopt financial solutions that increase financial sustainability, with an emphasis on our customers, residents and businesses.
- 2.7 In preparing this budget we have ensured that the Council has in place, appropriate arrangements and controls to manage the risks and impacts. These include: -
 - (a) Extensive Financial Management, Monitoring and reporting. Regular progress updates are already embedded in the Overall Financial Performance (OFP) report to continue to provide updates against savings allowing issues to be managed as appropriate and regular reports to the Scrutiny Panel.
 - (b) Risk Management. The Council has in place mechanisms for managing risks on savings through relevant risk registers and has looked to link the delivery of savings to outputs and performance, taking on board recommendations from Scrutiny Panel.
 - (c) Prioritising Resources to Corporate Plan Objectives.
 - (d) Equality. The Hackney Management Team makes sure that equality underpins all that we do. It also looks to ensure that all equality impact assessments on employment matters have been undertaken and details of these are available for review by Members and are published on the Council Website.

2.8 In considering the proposals set out in this report that Members have regard to the future indicative budgetary position that has been set out throughout the year of the General Fund needing to find a further £19m in 2021/22 and 2022/23 due to the combination of continuing financial pressures, service demands and funding reductions. The Medium Term Financial Plan, at Appendix 6, sets out in detail the challenges we face including the Fairer Funding Review. It is vital therefore that the work already underway to bridge this gap intensifies so that innovative plans and proposals for future years can be set out and progress on early implementation achieved to ensure that we continue to maintain our strong track record of sound financial management. To this end also set out in Appendix 12 to this report following the release of the CIPFA Financial Management Code, which whilst still awaiting the detailed technical guidance we have undertaken an initial self assessment of how we shape up as well as having regard to the resilience indices.

3. RECOMMENDATION(S)

3.1 Cabinet is recommended to consider the report and make the following recommendations to Council for approval:

3.2 Council is recommended:

3.2.1 To bring forward into 2020/21 the Council's projected General Fund balances of £15.0m and to note the Housing Revenue Account (HRA) balances of £15m

3.2.2 To agree for approval the directorate estimates and estimates for the General Finance Account items set out in Table 1, below.

3.2.3 To note that the budget is a financial exposition of the priorities set out within the Corporate Plan attached at Appendix 11.

3.2.4 To note that in line with the requirements of the Local Government Act 2003, the Group Director, Finance and Corporate Resources, is of the view that:

The General Fund balances of £15.0m and the level of reserves, particularly in relation to capital, are adequate to meet the Council's financial needs for 2020/21 and that considering the economic uncertainty they should not fall below this level. This view takes account of the reserves included in the Council's latest audited Accounts as at 31 March 2019, the movements of those reserves since that date – which have been tracked through the Overall Financial Position (OFP) Reports, and the latest OFP projections. Note also, that the projections in the HRA to maintain the balance at £15m by 31 March 2020 are also considered to be adequate at this point in time but will need to continue to be reviewed in the light of the challenges facing the HRA.

The General Fund estimates are sufficiently robust to set a balanced budget for 2020/21. This takes into account the adequacy of the level of balances and reserves outlined above and the assurance gained from the comparisons of

the 2019/20 budget with the projected spend identified in the December 2019 OFP. The overall level of the corporate contingency has been set at £2m.

3.2.5 To approve the proposed General Fund fees and charges as set out in Appendix 8 for implementation from 1st April 2020.

3.2.6 To continue the policy requiring the Group Director, Finance and Corporate Resources to seek to mitigate the impact of significant changes to either resources, such as Top Up Grant changes, or expenditure requirements.

3.2.7 To note the summary of the HRA Budget and Rent setting report agreed by Cabinet on 20th January 2020.

3.2.8 To authorise the Group Director, Finance and Corporate Resources to implement any virements required to allocate provision for demand and growth pressures set out in this report subject to the appropriate evidence base being provided.

3.2.9 To approve:

The allocation of resources to the 2020/21 Non-Housing capital schemes referred to in Section 24 and Appendix 7.

The allocation of resources to the 2020/21 Housing indicative capital programme referred to in Section 24 and Appendix 7, including the HRA approvals previously agreed by Cabinet on January 20th 2020.

3.2.10 To note that the new capital expenditure proposals match uncommitted resources for the year 2020/21.

3.2.11 To agree the prudential indicators for Capital Expenditure and the Capital Financing Requirement, the Authorised Limit and Operational Boundary for External Debt, the Affordability prudential indicators and the Treasury Management Prudential Indicators for 2020/21 as set out in paragraph 25, and Appendix 3.

3.2.12 To confirm that the authorised limit for external debt of £552m agreed above for 2020/21 will be the statutory limit determined under section 3(1) of the Local Government Act 2003. Further reassurance about the robustness of the budget is the confirmation that the Council's borrowings are within the boundaries of prudential guidelines.

3.2.13 To continue to support the approach of using reserves to manage emerging risks and liabilities and to note the latest reserve position.

3.2.14 To note that at its meeting on 20 January 2020 the Council agreed its Council Tax Base for the 2020/21 financial year as 74,386 in accordance with regulations made under section 33(5) of the Local Government Finance Act 1992. The Council Tax Base is the total number of properties in each of the eight council tax bands A to H converted to an equivalent number of band D

properties.

3.2.15(1) To agree that the following amounts be now calculated by the Council for the year 2020/21 in accordance with Sections 31A to 36 of the Localism Act 2011.

The authority calculates the aggregate of: (in accordance with Section 31A (2) of the Act)

- (a) £1,157.900m being the expenditure which the authority estimates it will incur in the year in performing its functions and will charge to a revenue account, other than a BID Revenue Account, for the year in accordance with proper practices.**
- (b) £2m being such allowance as the authority estimates will be appropriate for contingencies in relation to amounts to be charged or credited to a revenue account for the year in accordance with proper practices.**
- (c) £nil being the financial reserves which the authority estimates it will be appropriate to raise in the year for meeting its estimated future expenditure.**
- (d) £nil being such financial reserves as are sufficient to meet so much of the amount estimated by the authority to be a revenue account deficit for any earlier financial year as has not already been provided for.**
- (e) £nil being the amount which it estimates will be transferred in the year from its general fund to its collection fund in accordance with section 97(4) of the 1988 Act, and**
- (f) £nil being the amount which it estimates will be transferred from its general fund to its collection fund pursuant to a direction under section 98(5) of the 1988 Act and charged to a revenue account for the year.**

3.2.16(2) The authority calculates the aggregate of: (in accordance with Section 31A (3) of the Act)

- (a) £1,069.036m being the income which it estimates will accrue to it in the year and which it will credit to a revenue account, other than a BID Revenue Account, for the year in accordance with proper practices.**
- (b) £3.118m being the amount which it estimates will be transferred in the year from its collection fund to its general fund in accordance with section 97(3) of the 1988 Act.**
- (c) £nil being the amount which it estimates will be transferred from its collection fund to its general fund pursuant to a direction under section 98(4) of the 1988 Act and will be credited to a revenue account for the year, and**

(d) £nil being the amount of the financial reserves which the authority estimates it will use in order to provide for the items mentioned in subsection (2) (a), (b), (e) and (f) above.

3.2.17 £87.746m being the amount by which the aggregate calculated under subsection (1) above exceeds that calculated under subsection (2) above, the authority calculates the amount equal to the difference; and the amount so calculated is its Council Tax Requirement for the year.

3.2.18 being the amount at (3.2.17) divided by the amount at (3.2.14) above, calculated by the Council, in accordance with section 31A of the Act, £1,179.61 as the basic amount of its council tax for the year

3.2.19 That the Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables below as the amounts of Council tax for 2020/21 for each part of its area and for each of the categories of dwellings.

VALUATION BANDS - LONDON BOROUGH OF HACKNEY							
A	B	C	D	E	F	G	H
£786.40	£917.48	£1,048.54	£1,179.61	£1,441.74	£1,703.88	£1,966.01	£2,359.22

3.2.20 That it be noted that for 2020/21 the Greater London Authority has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below.

VALUATION BANDS - GLA							
A	B	C	D	E	F	G	H
£221.38	£258.28	£295.17	£332.07	£405.86	£479.66	£553.45	£664.14

3.2.21 That having calculated the aggregate in each case of the amounts at 3.2.19 and 3.2.20 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for 2020/21 for each of the categories of dwellings as shown below.

VALUATION BANDS - COMBINED HACKNEY AND GLA							
A	B	C	D	E	F	G	H
£1,007.78	£1,175.76	£1,343.71	£1,511.68	£1,847.60	£2,183.54	£2,519.46	£3,023.36

Note: Subject to GLA confirmation of precept on 24 February 2020

3.2.22 To agree, subject to the decision of Members on recommendations 3.2.16 to 3.2.18 that Hackney's Council Tax requirement for 2020/21 be £87.746m which results in a Band D Council Tax of £1,179.61 for Hackney purposes and a total Band D Council Tax of £1,511.68 including the Greater London Authority (GLA) precept. An analysis of the tax base total Band D Council Tax across Council Tax Bands is shown in 3.2.21 above and an exemplification of the taxbase and discounts by band, is shown in Appendix 5.

3.2.23 To agree that in accordance with principles approved under section 52ZB of the Local Government Finance Act 1992, and the new provisions included in the Localism Act 2011, the increase in the Council's Council Tax requirement for 2020/21 as shown at Appendix 9 is not excessive (4% or above) and therefore does not require the Council to hold a referendum.

3.2.24 To agree the Treasury Management Strategy for 2020/21 to 2022/23, set out at Appendix 3.

3.2.25 To agree the criteria for lending and the financial limits set out at Appendix 3.

3.2.26 To approve the MRP statement setting out the method of calculation to be used, as set out in paragraphs 25.21-25.31 below.

4.0 REASONS FOR DECISION

4.1 The Council has a legal obligation to set its Council Tax and adopt its annual budget. This report is seeking formal approval of the 2020/21 budget

4.2 Previous decisions in this context relate to:

- The Council Budget and Council Tax Report for 2019/20 agreed by Council on 27th February 2019
- Savings previously agreed and summarised in reports to Cabinet in 2016 to 2019.
- The Overall Financial Position reports presented monthly to Council during 2019/20
- The Calculation of the 2020-21 Council Taxbase & Local Business Rates report approved by Cabinet on 22nd January 2020

5.0 DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 5.1 The requirement to agree a legal budget and set the Council Tax for the forthcoming year has been laid down by Statute. As such there are no alternatives to be considered.
- 5.2 The detail of the budget, including savings have been the subject of many reports to Cabinet and consideration by the Hackney Management Team at meetings throughout 2018 and 2019.
- 5.3 As part of the political process opposition groups are permitted to put forward alternatives to these proposals for consideration. Any alternative proposals put forward will be tabled at the Council meeting on 26th February.

6.0 BACKGROUND

Policy to deliver and Prioritising Resources the Corporate Plan

- 6.1 This report sets out the Council's Budget Revenue Proposals for 2020/21.
- 6.2 The Mayor's budget proposals set out in this report show the position in relation to the development of the 2020/21 Revenue Budget including the effect of savings proposals which were agreed by Members as part of the 2017/18, 2018/19 and 2019/20 budget setting processes.
- 6.3 The annual budget decisions are among the most important of those which local authorities are called upon to make during the course of the year. This is emphasised by the fact that they are among the few decisions which the Council is not permitted by law to delegate to a Committee or to Officers. They affect every household and service user and the manner in which decisions must be made, is closely prescribed by law. **Appendix 1** of this report sets out the relevant legal considerations which affect the budget process of which Members must be aware. Members are required therefore to give careful consideration to the information and advice set out in this report. It is also important in taking this decision for Members to take into account the Medium-Term financial forecast (which is attached at **Appendix 6**) and recognise that the scale of reductions set out will impact significantly on the services the Council provides beyond 2020/21.
- 6.4 In addition, the Local Government Act 2003 placed a specific personal duty on the Group Director, Finance and Corporate Resources to report to Council on the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals. Members are advised that due regard has been given to the requirement of the Local Government Act 2003 during the current budget process. Specific reference is made to the adequacy of the General Fund reserves in paragraph 21.4. The position on the HRA reserves includes a projected level of balances of £15m by 31 March 2020. This level of balances is in-line with the Council's policy on reserves and balances. However, he advises that this is a matter that Members should keep under review.

- 6.5 It should also be noted that there is an ongoing requirement to review limits and indicators in accordance with the Prudential Code. There is a requirement to agree these indicators and limits are set in conjunction with the Council's overall budget.

Corporate Plan

- 6.6 In November 2018 the council published its [Corporate Plan for 2018-22](#). The Corporate Plan committed the council to publishing an accessible Corporate Delivery Plan (CDP) update to show how the Corporate Plan is being delivered. The CDP update helps us to assess where we are strategically and informs staff and the public, in a concise and accessible way, how we have performed against the priorities we set out in our Corporate Plan. It also enables us to drive our work across the Council more proactively
- 6.7 The CDP update summarises where we have made progress against the vision set out in the Corporate Plan, in particular how we are dealing with the most challenging cross cutting issues we face as a borough. It is important that we are open and transparent about these challenges and set out how we plan to improve where required.

The cross-cutting challenges identified are:

1. Reducing poverty, inequality and building social cohesion
 2. Continuing to deliver lasting solutions to London's housing crisis
 3. Tackling homelessness
 4. Supporting residents through the implementation of Universal Credit
 5. Ensuring that Hackney is a sustainable borough, fit for the future
 6. Improving recycling on our estates
 7. Tackling gang crime and serious youth violence through working with community groups, other statutory agencies, and directly with young people
 8. Responding to increased demand across adult and children's social care
 9. Tackling key health inequalities whilst responding to major changes in the health sector and integrated commissioning.
- 6.8 The framework for the update is linked to '[Building a Fairer, Safer and More Sustainable Hackney](#)'. Three key strands are:
1. Progress against cross cutting challenges as set out in the Corporate Plan including relevant manifesto updates, performance indicators and governance structures.
 2. Progress against the mission set out in Corporate Plan, including - for example - demonstrating how we're embedding evidence led, user focussed transformation of key services.
 3. Recommendations for changes needed to ensure that we are on track to deliver this plan - e.g. refocusing of activities, reprioritisation of resources, or proposed new areas for investment where opportunities are identified to

impact positively on the cross-cutting challenges. This section incorporates specific recommendations for investment in furtherance of work against the first challenge, reducing poverty, inequality and building social cohesion, which underpins so many of the other challenges identified.

- 6.9 It is proposed that the CDP update will be developed into a series of web pages within the council website, pulling in information from a variety of sources. The CDP update provides a reflective view of what we have achieved to date since the launch of the Corporate Plan in 2018 and will use interactive data tools to bring to life some of the information provided. We plan to have the final version of our first CDP update to be published following approval of the initial document by Council. We will be working with our communications team to ensure that its launch is celebrated and discussed with staff and residents.
- 6.10 Through the process of reviewing our progress against the Corporate Plan, we have been able to identify those areas relating to the cross-cutting challenges which need more focused activity and investment. Additional spend on Reducing poverty, inequality and building social cohesion, including tackling homelessness has been identified as a key priority. In prioritising this area for investment, we are recognising that poverty in Hackney is increasing and that there are growing inequalities. This is also driving many of the other challenges, particularly homelessness, Universal Credit, gang crime and serious violence, increased demand in social care and health inequalities. What is proposed for additional investment needs to be seen as *adding value* to wider work to reduce poverty and reduce inequality, rather than being considered in isolation. The CTRS reduction in contribution from 17% to 15% is also an integral part of our overall poverty reduction strategy.
- 6.11 *Poverty Reduction:* In London, poverty is largely driven by markets and austerity-unaffordable housing, the cost of living, the hollowing out of the labour market and national changes to the welfare system and support for the most vulnerable. We are developing a systematic approach that identifies what we can do to tackle these wider structural issues, through work to shape a more inclusive economy and our housing strategy, alongside better coordination of existing support and preventative work. However, given the level of poverty in Hackney, where one in three households are in poverty after housing costs and nearly half of children live in poverty, we cannot wait for this wider work to happen. We have to put more focus on the issues facing communities today and the supportive actions which are needed for individuals, families and communities - both those which are preventative and those which alleviate or avert a crisis or worsening situation. These include specific proposals which respond to the growing numbers of people who are vulnerable and have complex needs who are also in housing need.
- 6.12 *Tackling inequality:* The single equality scheme adopted by Cabinet in November 2018, includes an objective focused on tackling discrimination and disadvantage. The Scheme identifies the priorities for tackling key inequalities. Both the Scheme and the detailed analysis of inequalities which supports it can be found on the Council's [equality webpages](#). There are broad areas of work which have progressed to a point where some investment could be impactful and where there is an

opportunity to invest in the way we work with communities to co-design solutions.

- 6.13 All of these initiatives are to be funded by one off non recurrent funding and investment options are proposed which can have sustainable impacts beyond the funded period. The following types of investment options are therefore suggested:
1. Co-ordination that results in sustained changes in the way services / partners work together to address the challenge
 2. Campaigns and awareness raising with clear measurable objectives
 3. Service (re)design which lead to changes in the mainstream practice
 4. Pilots that demonstrate longer term savings that can be continued by the mainstream
- 6.14 For investment to have an impact in a short time frame, there also needs to be some conditions for success:
- An existing analysis and understanding of needs and gaps
 - Existing groupings that can own and take forward work beyond the funded period
- 6.15 Full details of proposed Investment in Reducing poverty, inequality and building social cohesion, are discussed in the Service Investment Section of this Budget Report at para 20.8.
- 6.16 A large proportion of the savings that will be implemented in 2020/21 relate to efficiencies. The Budget includes proposals agreed at Cabinet in January 2020 to an increase in Council Housing rent of 2.7% (Consumer Price Index Inflation + 1%). This is in line with The Social Housing Regulator's rent standard. Rents will increase on average by £2.67 from £98.97 per week to £101.64 per week with effect from Monday 1st April 2020. In considering the impacts of this rent increase, we are relying on the Government's impact assessment of September 2018 which concluded that they did not consider that any specific equalities impacts will arise. Furthermore, this increase will contribute to the budget for the capital resources required to improve and maintain the quality of the Council's housing stock. Good quality housing is a generally accepted key determinant of health and general well-being and investment in the housing stock will have a positive impact on tenants including some of the most deprived people in the borough.
- 6.17 The Budget also includes proposals agreed in January 2020 to review the Council Tax Reduction Scheme. The main driver for this has been to address the impact of welfare reform and austerity on the poorest households in Hackney. The proposals reduce the Minimum Contribution from 17% to 15% for all working age households. Occupants of larger, higher banded properties benefiting marginally more than those in smaller, lower banded property. This will be a positive outcome for Hackney's larger families. As applicants who are women form a large proportion of the CTRS caseload changes to the scheme will benefit more women than men, particularly lone parents. The Budget proposals include investment in some areas which support the first priority of our corporate plan: Reducing poverty, inequality and building social cohesion, although there is a direct link to tackling homelessness. In prioritising this area for investment, we are recognising that poverty in Hackney is increasing and that there are growing inequalities. Poverty, inequality and homelessness are underlying issues for many of our other corporate

priorities.

6.18 Guidance from the Equality and Human Rights Commission advises the public sector should see individual decisions within the wider context of decisions made by the authority and by the wider public sector, so that people with particular protected characteristics are not unduly affected by the cumulative effects of different decisions. For this reason, the Council considers savings as a whole group of decisions rather than taking a more piecemeal approach and where possible considers service redesign. Officers also engaged with relevant scrutiny commissions at an early stage to discuss proposals. A cumulative impact assessment was carried out for 2016/17 in order to understand the compounding impacts on a specific equality or vulnerable groups that arise from changes across a set of services. We continue to use the cumulative impact assessment from 2016/17 to inform strategic planning, corporate planning, community engagement and partnership working. In November 2018 we adopted a new corporate plan and single equality scheme which responds to these risks.

7.0 COMMENTS OF THE GROUP DIRECTOR, FINANCE AND CORPORATE RESOURCES

7.1 The Group Director's comments are set out in section 2 of this report

8.0 COMMENTS OF THE DIRECTOR OF LEGAL

8.1 Under the Local Government Act 2003 calculation of the Council Tax and adoption of an annual budget must be carried out by full Council on the recommendation of the Mayor and Cabinet.

8.2 When considering decisions on the budget and the level of Council Tax, Members should have regard to the legal framework for such decisions which is shown at **Appendix 1**. When considering the budget, Council must take into account this report from the Chief Finance Officer on the robustness of the estimates and the adequacy of the proposals for reserves. The Council has a legal duty to set a lawfully balanced budget and adoption of the recommendations in this report would fulfil its obligations in this regard.

9. THE COUNCIL'S GENERAL FUND FINANCIAL PERFORMANCE IN 2019/20

9.1 Based on Directorate returns, the General Fund forecast for 2019/20 at the end of December 2019 is for the outturn to be an overspend against the revenue budget of £6.4m. This is equivalent to around 0.5% of the total revenue budget.

9.2 This reflects the position part way through the year and as with all forecasts, there

is always a possibility of unforeseen circumstances changing things but assuming the position remains unchanged to the end of the financial year 2019/20 unallocated General Fund reserves of £15.0m brought into 2019/20 will be unchanged going into 2020/21, and the deficit will be substantially funded by the application of the unspent 2019/20 Council Tax and NNDR Collection Fund surpluses carried forward into 2020/21.

- 9.3 The maintenance of corporate contingencies continues to be an important element of the Council's Financial Strategy and the inclusion of adequate contingencies in the base budget going forward is essential. However, this must be balanced between holding back contingencies to mitigate unforeseen circumstances with the recognition that in an environment of budget reductions, contingencies at too high a level could result in reductions to other budgets. The Group Director, Finance and Corporate Resources is comfortable to maintain the total level of corporate contingencies at £2m for 2019/20. This will however be reviewed on an annual basis. It should be noted however, that contingencies are a buffer against unforeseen and exceptional circumstances and there is still the same requirement for Group Directors to ensure they keep within their base budget allocation.
- 9.4 It is recommended that similar reporting arrangements for contingencies apply for 2020/21, as those that apply to 2019/20, i.e. that the commitment of these sums in-year should continue to be permitted only on the agreement of Cabinet after it has considered a written report from the Group Director, Finance and Corporate Resources setting out the circumstances of each case and with a full justification provided by the relevant Group Director.

10.0 THE GENERAL FUND BUDGET STRATEGY 2020/21

Background and context

- 10.1 Planning for the 2020/21 budget has been set against the continuing uncertainty over the main funding streams in 2020/21, which primarily result from the delay in introducing the three-year Spending and Fair Funding Reviews until 2021/22. This uncertainty is considered in detail in the MTFP attached at Appendix 6.
- 10.2 The Local Business Rate retention scheme came into effect from 2013/14 as part of the changes to Local Government funding in the Local Government Finance Act 2012. In essence the scheme allowed Local Government to keep 50% of any Business Rate growth from its baseline position. For Hackney and all other London Boroughs the remaining 50% share was split on a 60/40 basis with the Greater London Authority (GLA). In 2017/18 these proportions were amended to: - the GLA 37%; Central Government 33% and London Boroughs 30%.
- 10.3 A change to the system was made in 2018/19 with the introduction of the London 100% Business Rates Retention and Pooling Pilot scheme. Under this scheme Hackney retained 64% of the rates raised and the GLA kept 36% with no Government share.
- 10.4 Yet another change was made in 2019/20 with the introduction of a 75% London

Business Rates Retention and Pooling Pilot scheme. Under this scheme, Hackney retains 48% of the rates raised, the GLA retains 27% and Central Government 25%.

- 10.5 The Government has decided it will not provide for the continuation of the 75% London Business Rates Retention and Pooling Pilot scheme in 2020/21 and that the 2017/18 shares of business rates income will apply, i.e. GLA 37%; Central Government 33% and London Boroughs 30%. This will reduce the amount of business rates retained by Hackney from 48% to 30% but the losses in income will be mitigated to some extent by additional Government funding. In October 2019, the London Councils Leaders' Committee agreed to continue the London business rates pool in 2020/21, despite the loss of pilot status. The 2017/18 shares will still apply but London Councils have estimated that the anticipated financial benefit of the Pool is approximately £25 million, all of which will be distributed to boroughs following the Mayor's agreement to forego any financial benefit, and Leaders' agreement not to have a Strategic Investment Pot (SIP) next year. London Council's latest modelling estimates our share at £1.1m.
- 10.6 Since 2010, when looking at savings options for the following year's budget, importance has also been attached to not just the year in question but also following years. As such, savings plans developed in one year often had an element which related to and impacted on future years. This proactive approach meant that savings plans for 2020/21 were agreed during 2016/17, 2017/18 and 2018/19 as well as 2019/20.
- 10.7 These savings together with further corporate savings has allowed the Council to propose a balanced budget despite further significant reductions in financial support from Central Government.
- 10.8 Of course identifying savings to offset a reduction in financial support is only part of the budget setting process. For 2020/21, as has been the case for many years, there have been emerging cost pressures and areas of unavoidable growth. These have been addressed, in the same way as previous years, by a combination of reallocating existing resources and additional savings. The following paragraphs set out some of the cost pressures and growth in more detail.

Cost Pressures and Growth

- 10.9 The Council's preferred strategy to manage growth and cost pressures has for the last 5 years been for service areas to manage pressures within their budgets wherever possible. A similar approach has been taken for managing non-pay inflation (see paragraph 12). This strategy will continue for 2020/21. However, it has always been recognised that there will inevitably be some cost pressures which cannot be managed by service areas or which are truly unavoidable e.g. Levies and Concessionary Fares.
- 10.10 For 2020/21 whilst again most cost pressures have been contained within existing budgets the following have been added to the budget and to address corporate priorities.
- Pay inflation - £3.7m (see paragraph 12)

- Other inflation - (see paragraph 12)
- Directorate Cost pressures (see paragraph 19)

Funding for Directorate cost pressures will be held corporately until such time as the pressure emerges and will only be allocated to Directorates following agreement of the Group Director, Finance and Corporate Resources and after there has been set out a clear business case showing that the pressure cannot be managed from within the current directorate cash limits.

Summary

10.11 To summarise, this strategy produces a balanced budget for 2020/21. However, there are numerous further potential cost pressures on the horizon attributable to a variety of factors including increased demand for services and changes in Central government policy. These are dealt with in detail at paragraph 19 below.

11. THE LOCAL GOVERNMENT SETTLEMENT 2020/21

11.1 The Provisional Local Government Finance Settlement was published on 20th December 2019 and confirmed on 6th February 2020. It sets out many of the funding allocations that local authorities will be awarded next year. This is discussed in detail in the MTFP attached at Appendix 6. In summary, in overall terms we will have more resources in 2020/21 than we were planning for during the year but almost all of this additional funding is one-off, applying to 2020/21 only.

12. GENERAL FUND PRINCIPLES 2020/21

Inflation and Local Government pay

12.1 The Government's preferred measure of inflation for economic management purposes is the Consumer Price Index (CPI). CPI is also the measure that the Bank of England's Monetary Policy Committee must target when setting the Bank Rate. The latest Office for Budget Responsibility (OBR) inflation expectations, are as follows:

	CPI
2019	2.0%
2020	2.0%
2021	2.1%
2022	2.1%

12.2 There will inevitably always be some costs which don't correlate with CPI e.g. Levies and Concessionary Fares and care contracts which are aligned to more local indices. As mentioned at Paragraph 10, where known to be unmanageable within existing cash limits, specific provision has been made in the budget proposals.

- 12.3 Negotiations are currently underway on the 2020 pay award and the outcome is uncertain. We have assumed 2% in the budget which yields an estimated cost in 2020/21 (excluding the HRA) is £3.7m

Concessionary Fares Update

- 12.4 The method of calculating Hackney's contribution to the Concessionary Fares Scheme in 2020/21 has been advised by London Councils. This includes the contribution to Transport for London (TfL), National Rail, Non-TfL bus and survey and re-issue costs. The annual charge rose dramatically between 2007/08, when it was £5.308m, and 2016/17 when it peaked at £12.5m. In subsequent years we have seen a gentle decline in the cost, and for 2020/21 the charge is £11.756m, a £200k reduction on the previous year. We have continued to prudently provide for small year-on-year increases in concessionary fares for medium-term budget planning.

North London Waste Levy

- 12.5 The North London Waste Authority (NLWA) charges Hackney, by way of a levy for the disposal of the Borough's waste from residents and businesses. The levy in 2020/21 will be £7.08m, which is only marginally higher than the previous year.
- 12.6 As has been documented for some time, NLWA's existing waste management infrastructure at Edmonton is reaching the end of its operating life and options for a replacement facility are being developed. The plant processes in excess of 500,000 tonnes per annum of waste arising from the seven constituent boroughs, including Hackney. This is waste which has been diverted away from landfill. The establishment of a new plant will increase the annual cost to all seven boroughs in the medium to long term.
- 12.7 Our levy will now increase over the medium-term as construction, and the associated borrowing/capital expenditure, commences in 2020/21. We could see our annual levy increase to over £12m during the construction period and subsequently the repayment of borrowing will form a part of the levy over the long term.
- 12.8 We therefore need to think about how we mitigate this additional cost as much as possible and diverting waste from landfill is the most significant factor in this. One initiative which is being pursued is the Estates Recycling Project which is probably the most sustained approach of all constituent NLWA boroughs looking at improvements on estates, both in communications and physical waste and recycling infrastructure aimed at increasing recycling performance

Use of Reserves

- 12.9 Other than planned use of reserves already agreed by Members as part of previous reports, these budget proposals do not include any further planned usage.

Pension Fund

- 12.10 In the 2015/16 Budget Report, Members were provided with updates on the impact on the Pension Fund of auto-enrolment, the new benefit structure from the LGPS 2014 Scheme and the changes coming through to the State Pension Scheme and how these might impact on Council budgets.

- 12.11 Since auto-enrolment was introduced, participation rates in the pension scheme amongst Hackney employees have remained high. As previously mentioned, for budget setting purposes all staff are assumed to be in the Pension Scheme. Therefore, although Scheme membership numbers affect the level of contributions to the Fund, there is no financial impact on the 2019/20 budget. The introduction of freedom and choice in pensions, which has given pension savers the opportunity to access pension benefits early and withdraw cash from pension schemes, has to date continued to have minimal impact on LGPS members, with very little interest to transfer benefits out of the secure defined benefit structure offered by the LGPS.
- 12.12 2016/17 saw changes to State Pensions via the introduction of flat rate state pensions from April 2016 and this resulted in changes to the contribution rebates which both employers and employees receive for national insurance where they previously operated a contracted-out scheme such as the LGPS and the Teachers' Pension Scheme. The additional cost to the Council of the reduced rebate was in the region of £2.5m. Employees also saw a reduction in the pay they take home from April 2016 as a result of increased national insurance contributions.
- 12.13 31st March 2019 also saw the next triennial valuation process for the Pension Fund. The Fund's actuarial advisers review the changes since the last valuation taking into account a wide range of factors to assess the liabilities that the Pension Fund needs to meet over the longer term and assess the assets that the Fund holds to meet these liabilities. At the previous valuation on 31 March 2016, the Fund was 77% funded i.e. it held 77p worth of assets to meet every £1 of liabilities. Over the 3-year period the assets of the Fund have increased significantly due to a mix of the contributions paid by the Council and other employers and employees, but also the investment income and capital growth in the investments held. However, whilst the assets had increased to almost £1.6bn as at the end of March 2019, liabilities also showed large increases to £1.7bn. However, the overall monetary deficit reduced by £218m to £131m representing an overall funding level of 92%. Following the receipt of the valuation data, discussions took place with employers in the fund in order to determine appropriate contribution rates. Given the position of the Council as a long-term stable employer, we were able to agree a reduction in the Council's overall contribution rate of 1.5% in 2020/21 and 2021/22 and this has been accounted for in the budget setting process. This is a result of the use of a realistic approach to funding the Council's pension scheme in recent years.
- 12.14 As was mentioned in last year's report, the Pension Fund has been working hard to collaborate with other LGPS funds both through national procurement frameworks and through a collective investment vehicle in London (LCIV). The government published criteria and guidance for all LGPS funds in England and Wales to pool all the investment assets into 6 pools of around £25bn a piece and asked each fund to come forward with proposals on how funds will deliver against the criteria and guidance. There are 4 criteria, namely economies of scale, governance, reduced costs and an improved capacity to invest in infrastructure. The LCIV was officially confirmed as one of the 6 pools, having already received FCA registration,

established an authorised contractual scheme and already bringing assets into the sub-funds. The Council continues to work closely with colleagues in London to ensure the success of the London CIV, and has during 2018/19, transferred a significant portion of the Fund's assets onto the CIV platform, through implementation of its agreed investment strategy. Undoubtedly over time such changes will deliver significant benefits in terms of cost savings and opportunities to benefit from investment opportunities. Such benefits will however take time to flow through to the Pension Fund and ultimately the Council and therefore are not able to contribute to budget savings at this time.

13.0 GROWTH AND EFFICIENCY SAVINGS

- 13.1 A number of specific pressures have been addressed within the overall budget strategy (as set out in Appendix 6). The Group Director, Finance and Corporate Resources will in liaison with other Group Directors seek to manage any further pressures if/when they emerge during 2020/21.
- 13.2 As mentioned at paragraph 10.6, the agreed 2020/21 Savings proposals were summarised in the OFP reports to Cabinet in over the period 2016/17 to 2019/20.
- 13.3 A description and analysis of our savings plans, and strategies is set out in the MTFP and attached at Appendix 6

14.0 COUNCIL TAXBASE, COLLECTION RATE AND COLLECTION FUND SURPLUS

- 14.1 In his Autumn Spending Review in 2015, the former Chancellor announced that all Local Authorities with responsibility for providing adult social care would be able to, annually for the life of this Parliament, increase their Council Tax rate by up to 2% in recognition of demographic changes which are leading to growing demand for adult social care, and increased pressure on council budgets. The only condition of any increase is that all additional revenue raised must be used solely for adult social care services. This increase is in addition to the up to 2% increase in Council Tax that all Local Authorities could charge without triggering a referendum. This meant that for 2016/17 Local Authorities with adult social care responsibility could have effectively increased their Council Tax by up to 4% without triggering a referendum.
- 14.2 In the 2017/18 Local Government Finance Settlement, the Government amended the rules - Local authorities with responsibility for social care such as Hackney must hold a referendum if council tax is to be increased by 5% or more. This consists of a 1.999% threshold for general spending purposes plus a maximum 3% 'social care precept.
- 14.3 In the 2018/19 Local Government Finance Settlement, the Government again amended the rules. It increased the general spending council tax referendum limit from 1.999% to 2.999% for 2018/19 and 2019/20. The 2019/20 limit was confirmed in the 2019/20 Provisional Local Government Finance Settlement where it was also confirmed that the increase in the social care precept could not exceed 6% over the period 2017/18 to 2019/20.

- 14.4 For 2020/21, the referendum limit is 2% for the social care precept and 1.99% for general spending.
- 14.5 In recognition of the significant pressures on adult social care budgets, both in terms of increased cost of provision and increased demand for the service; and significant cost pressures in other services; this budget proposes to increase the Band D Council Tax rate by 2% in respect of adult social care and 1.99% in respect of other services giving a total increase of 3.99% for 2020/21. This proposal will generate around £3.4m additional resources which will help protect adult social care services and other services.
- 14.5 To determine the total amount of income to be raised from Council Tax for 2020/21, both the amount expected to be collected (the collection rate) and the physical number of properties in the Borough (the taxbase) must be considered.
- 14.6 In these proposals an assumed collection rate of 95.5% has been used. This is an increase of 0.5% over the previous year and reflects the sustained increase in collection performance by the Revenue and Benefits service.
- 14.7 The calculation of the taxbase for 2020/21 was finalised and the subject of a report to Members in January 2020. At the meeting Council agreed a taxbase of 74,386 Band D equivalent properties.
- 14.8 The estimated Collection Fund surplus of £3.118m in 2019/20, which is of a one-off nature, will be used to support service expenditure in 2020/21.

15. OVERALL POSITION ON THE GENERAL FUND

- 15.1 The overall 2020/21 proposed budget position is summarised in the table below.
- 15.2 Please note that the income total includes £8.843m of one-off income which will not be available to fund on-going expenditure. This is balanced off in the General Finance Account.

TABLE 1: PROPOSED NET EXPENDITURE BUDGETS 2020-21

Table 1	2020/21 Budget £m	2019/20 Budget £m
Net Expenditure Budgets		
Children Adults and Community Health	144.323	140.596
Public Health	33.684	32.764
Education	19.910	19.910
Education – Schools Budget (estimate)	214.000	210.000
Less Dedicated Schools Grant (estimate)	-214.000	-210.000
Neighbourhoods and Housing	23.644	25.711

Chief Executives	15.788	15.054
Finance & Resources – Support	28.112	27.597
Finance & Resources - Front Line Services	17.604	17.402
HRA Recharge	-8.000	-8.000
Directorate Cash Limits	275.066	271.034
General Finance Account (1)	30.814	41.975
RCCO in base budget	3.880	4.500
Collection Fund surplus used to fund capital and other one-off spend	3.118	2.543
<u>Net Expenditure Budget</u>	<u>312.878</u>	<u>320.052</u>
Revenue Support Grant Allocation	-35.361	n/a
Business Rates Grant Top up	-72.526	-83.421
Retained Business Rates	-44.040	-75.309
Collection Fund surplus	-3.118	-2.543
Public Health Grant	-33.240	-32.320
New Homes Bonus Grant	-7.551	-8.395
Better Care Fund	-7.700	-7.700
Additional Better Care Fund	-12.753	-12.753
Education Services Grant	0.000	0.000
Other Income including S31 Grants (1)	-8.843	-15.312
<u>Resources</u>	<u>-225.132</u>	<u>-237.753</u>
Council Tax Requirement	87.746	82.299

Note(1): This primarily reflects a reduction in one-off funding including collection fund surpluses in 2020-21

16.0 LEVIES

16.1 The Council receives levies from a variety of other bodies, which it must meet from within its total budget requirement. The levies include those from the North London Waste Authority [NLWA], the Environment Agency, the Lee Valley Regional Park Authority [LVRPA], and the London Pensions Fund Authority. In addition, the Council also pays into the London Borough Grants Scheme (LBGS).

16.2 Other than the NLWA levy, which is apportioned on a different basis, the levies are apportioned on the basis of taxbase.

- 16.3 As mentioned at Paragraph 14.7 above, the taxbase for Hackney for 2020/21 was agreed at 74,386 Band D equivalent properties and this figure has been used for apportionment of the applicable levies.
- 16.4 The following table summarises the 2020/21 levies and the 2019/20 levies for comparison.

Levying Authority	2020/21	2019/20
	Levy	Levy
	£m	£m
North London Waste Authority	7.08	7.00
London Pensions Fund Authority	1.06	1.06
Lee Valley Regional Park (see Note 1)	0.17	0.17
Environment Agency	0.17	0.17
London Borough Grants Scheme	0.21	0.21
TOTAL	8.69	8.61

Note 1: The 2019/20 value is shown as we are awaiting notification of the 2020/21

17.0 PRECEPTS

- 17.1 The only body which issues a precept to the Council is the Greater London Authority [GLA]. Payments to the GLA will be made from the Collection Fund. The GLA advises the Council of the total amount of precept required and calculates the amount of Council Tax this equates to. The precept will be net of government support. The amount of Council Tax required as calculated by the GLA, is added to the Council's own calculation to give the total Council Tax to be charged.
- 17.2 The GLA Group Budget Proposals and Precepts were published in December 2019. The final consolidated draft budget was published on 29th January 2020 and will be presented to the London Assembly for final decision on 24th February 2020. The final consolidated budget requires a precept of £332.07 per Band D property, which is a 3.6% increase from 2019/20. The total GLA precept for Hackney will be £24.701m.

18. HACKNEY'S COUNCIL TAX FOR 2020/21

- 18.1 A description of the Council Tax regime is set out in **Appendix 4** as background information for Members. The Council Tax figures set out below are based on a 3.99% increase in the Council Tax and a collection rate of 95.5%. The collection rate is in line with the Council's Medium-Term Planning Forecast and supports Mayoral Priority 2, to ensure the Council delivers high quality services, financial

stability and first-class local facilities, by ensuring that everyone pays what they owe and that the Council spends the money in the most effective way.

Table 2: Council Tax Income

2020/21 COUNCIL TAX TO BE RAISED	2020/21
	£m
Net Budget Requirement	312.878
External Support	-177.974
Retained Business Rates	-44.040
Collection Fund Surplus	-3.118
Council Tax requirement for Hackney	87.746
Council Tax requirement for the Greater London Authority (GLA)	24.702
Overall Council Tax Requirement	112.448
No. of Band D equivalent properties (the Council's Taxbase)	74,386
Basic amount of Council Tax for Hackney	1,179.61
Basic amount of Council Tax for GLA	332.07
Total Basic amount of Council Tax (per Band D property)	1,511.68

18.2 Members should note that decisions around the level of Council Tax increase must be made with reference not only to local political and financial considerations but also taking into account the Government's controls over Local Government spending such as the use of local referendum powers. In addition, the Council has to formally consult with representatives of the local business community. Local business representatives were invited to a consultation meeting to be held on the 21st February 2020 to discuss the final budget proposals.

18.3 The amount of the Council's General Fund revenue expenditure to be funded from Council Tax is £87.746m

18.4 The formal resolutions by Council to agree the budget and Council Tax rate are set out in the recommendations to this report. These can only be agreed by Council. The decisions cannot be delegated

19.0 FUTURE YEARS COST PRESSURES AND BUDGET PLANNING

19.1 As mentioned at Paragraph 10 above, although this report sets out the annual budget for 2020/21, the finance strategy is and will remain to be that the budget is not looked at solely in isolation of the year in question but also in terms of the issues that may affect the budget in future years.

19.2 The Council produces its Medium-Term Planning Forecast and the Group Director, Finance and Corporate Resources also updates HMT and Cabinet on the future

year's indicative budgets on a regular basis throughout each year. This report does not revisit the overall forecast position as to do so would be a duplication of the information already provided.

19.3 There are cost pressures in:

- (a) Adult Social Care, arising from increased demand for complex packages of care across client groups but particularly in Learning Disabilities.

There has also been an increase in people being discharged from hospital with intensive support packages. These pressures will be partially offset by the proposed 2% rise in Council Tax to directly contribute to adult social care and additional one-off funding for social care announced by the Government, however this additional revenue is significantly below the additional cost pressures forecast and does not provide a sustainable settlement for social care.

Work to reduce cost pressures in this area includes:

- a collaborative project with CCG colleagues to determine a baseline contribution to reflect the health needs of service users. This project is currently well progressed in Learning Disabilities and plans are to adapt the approach for other client groups.
 - a pilot multi-disciplinary approach where home care packages are reviewed jointly with social workers and occupational therapists to maximise opportunities to promote independence and put in enabling packages of care and reduce associated package costs.
 - implementation of a new 'Three Conversations' model of care focussed on early identification of need, which takes account of an individual's strengths and assets and prevents escalation of crisis and delays longer term support. The model is integral to the services approach to managing demand in the medium and longer term and the impact of this will be monitored.
- (b) Looked after children and leaving care, where there is a continuing financial pressure resulting from increases in the number of children and young people that have come into care since 2011/12, the increase in residential placements and the adverse ratio between independent foster care and in-house placements. There are a number of initiatives to reduce numbers in care and the unit costs of placements included the Family Learning Intervention Project (FLIP), specific edge of care workers, the cross-borough residential project and plans for a new supported accommodation pathway for young people.
- (c) As well as increases in LAC numbers there is also a sustained increase in referrals into the children's social care system which is putting pressure on staffing budgets as the services ensure that caseloads remain at reasonable levels. Additionally, the Children and Families Service was inspected by Ofsted in November 2019, and the service was rated as requiring improvement. A Children's Leadership and Development Board has been

set up, which is accountable to a Children Members Oversight Group, to ensure that all service areas within the department are delivering to a consistently high standard for all children and families and that the recommendations arising from the Ofsted inspection are addressed. A resourcing plan with the objective of responding to increased demand in the service and addressing these recommendations is currently being developed.

- (d) Funding manifesto commitments. Additional resources required for delivering manifesto commitments have been modelled and built into the Council's financial planning in line with the expected delivery of individual commitments. Funding has been allocated within this year's budget to meet initiatives such as, Young Futures Commission, measures to improve our recycling rate and minimise waste especially across housing estates, additional support for new/starter businesses, ensuring our local and town centre plans put communities and local businesses at their heart so that everyone benefits from development in the borough, establishment of re-use hubs and installation of water fountains to reduce use of plastics. Other initiatives such as an object lending library will be factored into future years. Additional calls on the capital programme arising from the manifesto will be considered through the monthly Capital Update Reports to Cabinet as the Capital Strategy is further developed. These additional pressures on both the revenue and capital budgets will require prioritisation alongside existing and other commitments and pressures in light of the financial challenges set out elsewhere in this report.
- (e) The costs arising from the legal requirement to include an average of regular additional hours, overtime, standby and callout in employee's holiday pay.
- (f) Increases in the cost of cleansing services which reflect the increasing number of households across the borough will be factored in financial modelling – current predictions are that household numbers will continue to grow by 1.7% per year.
- (g) Special education needs due to the significant increase in young people with Education and Health Care Plans. A cost which is meant to be met by the High Needs Block of the Dedicated Schools Grant; a funding source which until recently has seen minimal growth despite the increase in demand. Announcements last calendar year in respect of additional funding in this area will assist the position but will not be sufficient to address the full extent of this growing pressure and as yet it is unclear what the funding will be beyond 2020/21. The government is allocating £700m extra for high needs nationally in 2020-21 and Hackney will receive an additional £4.0m. This is only about half the sum required to meet this year's funding gap. As a result, a major issue facing the Council is the continuing escalation in unfunded SEND costs and the resulting overspend in DSG. This is considered in more detail in 19.4 below
- (h) Increased costs arising from the forthcoming pay award.
- (i) An assessment of the short-term resource requirement of the Children and Families service has been undertaken following the recent 'Requires

Improvement' judgement from Ofsted and the continuing increase in demand which has led to high caseloads in some areas despite the considerable resources that have gone in to support the service since 2016 primarily for looked after children placement costs. This assessment has been completed in advance of the development of a strategic response to the Ofsted report which will address the thematic issues in the report including those around consistency and management oversight and the requirement for a Council-wide response that encompasses the impact of other service areas such as Legal, ICT and Housing. The Ofsted report noted that "most social work units have manageable caseloads" and recommendations did not specifically refer to resources but referenced a very recent increase in demand which leaders were quick to address. In summary, a one-off resource of £1.6m will be set aside to meet both the increased demand in the service for 2020/21 and to fund additional management capacity, project support and an external challenge partner to assist in the Council's improvement programme for Children and Families' Services. This is in addition to a proportion of the social care grant which has been earmarked to contribute to demand pressures in relation to looked after children placement costs and additional staffing already in place in response to the increased demand. Furthermore, some of the existing capacity currently provided by agency staff will be made permanent as it is clear that there is a sustained increase in demand. This will be funded by the social care grant and will be used flexibly to respond to shifting patterns of demand across the service. The application of this additional resource will be reported through the OFP.

19.4 **SEND Deficit.** Since 2006 the DSG has funded local authorities for their current expenditure on schools, early years and children and young people with high needs. This specific grant must be spent on the local authority's Schools Budget. At the end of each financial year, a local authority may have underspent or overspent its DSG allocation. Currently, the conditions of grant for the DSG provide that any underspend must be carried forward to the next year's Schools Budget. To date, the conditions of grant have provided three options for dealing with an overspend:

- the local authority may decide not to fund any of the overspend from its general resources in the year in question, and to carry forward all the overspend to the schools budget in future years. This requires the consent of the local schools forum, or if that is not forthcoming the authorisation of the Secretary of State.
- the local authority may decide to fund part of the overspend from its general resources in the year in question, and carry forward part to the schools budget in future years
- the local authority may decide to fund all of the overspend from its general resources in the year in question

Until the last few years, few local authorities were recording DSG overspends, and those overspends were small. However, pressures on the high needs budget have

led to more and larger overspends in recent years. Further many local authority Chief Finance Officers have concluded that if their DSG account is in deficit, they need to be able to cover the deficit from the authority's general reserves – a view shared by organisations that audit local authority accounts. Given the size of some authorities' DSG deficits, and the other pressures on authorities' reserves, there is a risk that covering DSG deficits from general funds may lead authorities to make spending reductions in other services that they would not otherwise make.

In response to this, the Government recently announced that DSG deficits should not be covered from general funds but that over time they should be recovered from DSG income. No timescale has been set for the length of this process. DfE then held discussions with the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Ministry of Housing, Communities and Local Government (MHCLG) about changes that it might make to the DSG conditions of grant and the regulations in order to create certainty that local authorities will not have to pay for DSG deficits out of their general funds. Such changes have been written into regulations, which will apply to budget setting in 2020/21 and thereby apply to deficits held at the end of 2019/20.

Under the new regulations, effectively Local Authorities will not be permitted to fund any part of a DSG deficit from sources other than DSG itself. Should they wish to use core council funds then they will need to apply to the Secretary of State for permission.

The implications of what the DfE are doing are potentially very helpful – they are suggesting that the DfE needs to be responsible for the funding of the deficits. So, on the one hand, councils can simply provide for a DSG deficit that sits on the balance sheet with an assumption that some, as yet unspecified, amount of extra funding will come along to make it good at some point in the future. This may well come to pass but on the other hand at this stage we have got absolutely no clarity so this could be viewed as a risky financial judgement. The matter has been raised with DfE and MHCLG and we understand that conversations are taking place with CIPFA.

As part of the next iteration of the MTFP, we will look at possible ways of mitigating the potential risks implied by the regulations but it is worth noting that there is highly likely to be many more twists and turns over coming months with joint CIPFA/DfE guidance expected shortly, with external auditors coming to a view and release of the DfE SEN review.

- 19.5 The above highlights that whilst the majority of efforts from Officers will be to manage existing services in the light of further reduced resources, there are also potentially big future demand and cost pressure issues that will need to be considered and any future planning strategy needs to look at managing these as part of any future plans.

20. COUNCIL INVESTMENT IN SERVICES

20.1 Children, Adults and Community Health

20.1.1 Adult Services

Adult Services plan to spend approximately £108m (gross expenditure) in 2020/21 and this encompasses expenditure on statutory Adult Social Care services from assessment of need, hospital discharge planning and the commissioning and provision of care. We support people with learning disabilities, mental health conditions, people with physical disabilities, people with sensory impairments, older people and unpaid carers. Services provided include:

- Safeguarding vulnerable adults
- Providing information and advice
- Linking people to universal and preventative services including reablement
- Brokering and commissioning of individual packages of care for clients
- Commissioning residential and nursing placements
- Monitoring and quality assuring services being provided
- Provision of out of hours emergency service
- Support to vulnerable members of the community to attain or maintain a tenancy, via the provision of housing related support

Adults Services work with a number of key stakeholders, most notably the City and Hackney Clinical Commissioning Group (CCG), Homerton University Hospital Foundation Trust (HUHFT), the East London NHS Foundation Trust (ELFT), and a range of third sector partners as well as independent providers to deliver joined up care for people in Hackney.

Over the last five years Adult Services have focused on working with people in a personalised way, putting individuals at the centre and promoting people's independence. Promoting independence means where-ever possible supporting people to continue to live at home rather than going into institutional care settings. This has been achieved by utilising services like Reablement to support people to regain skills they may have lost as a result of a hospital admission and making use of aids, adaptations and care and support packages designed around the individual. This has been successful at reducing the number of people in expensive residential and nursing care provision and increasing the number of people supported to live at home within their own communities.

To support this agenda Adult Services have continued to invest in services that help prevent, delay and reduce the need for care and support. For example:

- In 2018/19 we opened a new in-house state of the art day centre at Oswald Street aimed at supporting those with complex physical and mental health needs to access day opportunities. Spending on this service in 2020/21 will be approximately £2m.
- We recognise the importance of lunch clubs as an opportunity for older people to socialise, who would otherwise be socially isolated. As such, there is

continued investment in this area with a new 3-year contract being awarded in 2018/19 for a Hackney CVS to provide and oversight to lunch clubs. The annual spend on the service is approximately £226k

- We invest in non-statutory support to help people maintain their tenancies and live independently whilst remaining connected to their communities. Although there have been reductions in spend on these 'Housing Related Support' services Hackney continues, given the level of need, to be one of the highest investors in this area in London. Spend on this service in 2020/21 will be approximately £7.5m

Adult Services continues to deliver in-house statutory services which many areas have outsourced, including Oswald Street Day Centre, direct care provision through Housing with Care services and a Shared Lives service to support people with learning disabilities to live in a family home rather than in residential care.

Integration with health services remains a significant priority for Adult Services into 2020/21 with the ongoing Integrated Commissioning programme which sees Adult Services budgets pooled or aligned under a Section 75 agreement with the City and Hackney Clinical Commissioning Group. The focus of which to date has been about working together to look at joint commissioning and funding arrangements to find long term and sustainable solutions to budget pressures and to improve services to residents and patients, smoothing pathways and minimising duplication to ensure delivery is as efficient as possible.

Adult Services has continued to make significant contributions to the efficiency agenda of the Council, having delivered £30.1m savings over the previous nine years.

20.1.2 Public Health

The estimated ring-fenced grant funding allocation for 2020/21 is £33.2m (at the time of writing this report the Government had still not announced the actual allocations). We are anticipating changes to the way the grant is allocated and anticipate further clarification will be forthcoming in relation to funding allocation for future years.

The grant is currently ring-fenced for Public Health, conditions of which are that the local authority must take steps to ensure it is aware of, and has considered, what the health needs of its local population are, and what the evidence suggests would be the appropriate steps to take to address those needs. Local authorities have some freedom in terms of how they choose to invest their grant to improve their population's health, though they must have regard to the national Public Health Outcomes Framework, ensure delivery of a number of mandated functions, and should consider the evidence regarding public health measures.

As referred to above the Public Health Grant is aligned with CCG funds as part of the integrated commissioning arrangements for services mainly within the Prevention and Children, Young People and Maternity workstreams.

The main public health service programmes and activities are:

- Mandated sexual health services for adults with an annual expenditure of £7.5m currently, largely spent on open access sexual health clinics provided by Homerton Hospital and Trusts across London. This has undergone transformational review in the way services are delivered and paid for across London, modernising the offer whilst delivering efficiencies through economies of scale. We anticipate the budget continuing to reduce in the medium term, though as an open access demand-led service it is tricky to manage.
- The health of 0 to 5-year-old children, incorporating the Healthy Child programme (predominantly the mandated health visiting service). Responsibility for this was transferred from the NHS in 2015/16, and we have recommissioned the service to better target support and to deliver efficiencies. Spend on the service in 2020/21 will be approximately £6.5m.
- Almost £1.3m per annum for a range of projects aimed at reducing adult and child obesity and increasing physical activity. The budget for this has stayed relatively stable over the past few years, though we have worked closely with the CCG and others to improve support across the 'tiers' of healthy weight, from universal services like the OneYou exercise and healthy eating programme on local housing estates, to weight management and exercise on referral.
- Substance misuse services (a council statutory service); total expenditure across adults and young people's support for 2020/21 will be of the order of £4.6m. Over the past few years this budget has remained relatively stable, though introducing an integrated substance misuse treatment model did deliver some savings. The service will be recommissioned in 2020, and we intend to find further efficiencies in the way this operates.
- Up to £1m per annum to fund smoking cessation initiatives and tobacco control projects. Smoking in Hackney remains a significant cause of morbidity and mortality, and whilst we have slightly reduced the budget the service continues to operate effectively and we have retained funding to support wider tobacco control activity (including funding for Trading Standards colleagues to better tackle the sale of illicit tobacco).
- Health promotion and prevention for children aged 5-19, including school nursing and young people's sexual health services, at an overall cost of about £2.1m per annum. This includes services such as CHYPS+ and school safeguarding, and spend has increased slightly over the past 3 years.
- Public mental health services commissioned from a wide range of voluntary organisations, within an overall sum of about £1.4m per annum. This has remained stable over the past 3 years.

- Community Based Services such as the estate-based health activities, violence prevention services and the Healthier City and Hackney Fund, with an overall sum of around £1m.

Other public health services include affordable warmth advice, accident prevention (injury from falls etc.), NHS Health Checks, dental health etc. The Public Health grant also funds staffing for public health intelligence and strategy, commissioning and contract management.

The Council has entered into a service level agreement with the City of London to manage a number of public health services for City residents, for which the City pays agreed service contributions and management fees.

20.1.3 Children and Families

The Children and Families Services (CFS) plan to spend approximately £61.3m (gross expenditure) in 2020/21. The Service encompasses statutory Children's Social Care Services and early help and statutory youth justice provision delivered by the Early Help and Prevention Service.

The Service works with families to support safe and effective parenting where children are at risk of significant harm. Where it is not possible for children to be safely cared for within their family network, the Service will look after those children. The core focus is child protection, supporting families where their children are on the edge of care, securing positive long-term life chances of children looked after by the Council and providing universal and targeted early help and prevention services for Hackney's children and young people. The Council's Domestic Abuse and Intervention Service also sits within the Children and Families portfolio.

The Children and Families Service is made up of the following areas:

- The Family Intervention and Support Service includes referral and screening activity (through the multi-agency First Access and Screening Team) and statutory assessments for children in need. The Service safeguards children and young people assessed as being in need of social work intervention or protection through statutory processes. This includes child protection work, court proceedings and statutory family intervention to help children remain at home safely. The Disabled Children's Service provides specialist services to disabled children and young people and their families and was part of the Special Educational Needs and Disability (SEND) service within Hackney Learning Trust until line management responsibility transferred to the Family Intervention and Support Service in April 2019.
- Corporate Parenting works with and provides statutory services to children and young people who are looked after, including those in foster care, semi-

independent or residential placements, as well as those leaving care. The service also manages in-house foster carers and their training. The permanency team provides support to Special Guardianship cases and will be supporting connected persons carers from January 2020. Support for children, adoptive parents, and birth family members during and after the adoption process has moved to the regional adoption agency Adopt London North.

- Safeguarding and Learning incorporates the statutory work of Independent Reviewing Officers and child protection conferences, the quality assurance of all activities in CFS and holds responsibility for the professional training and development programme across the Directorate, including the statutory social care workforce development. The service interfaces with the Department for Education, the Youth Justice Board, Ofsted and other inspectorates and ensures the business keeps abreast of legislative directions, government policy and guidance and research developments.
- The Clinical Service is an integrated and specialist Child and Adolescent Mental Health Services (CAMHS) for children accessing Children's Social Care Services, the Family Support Service, Young Hackney and the Youth Justice Service. The Service provides family therapy, psychology and other specialist clinical input into the assessment and treatment of children and families, including for the purpose of legal proceedings and for young people on youth justice orders. The service also provides accredited systemic training for practitioners across CFS.
- The Early Help and Prevention Service consists of Young Hackney, Youth Justice, Parental Support and the Domestic Abuse Intervention Service (DAIS):
- Young Hackney incorporates the Council's early help, prevention and diversion service for children and young people aged 6-19 years old (and up to 25 if a young person has special educational needs, is disabled and/or engaged with the substance misuse team). The service works with young people to support their development and transition to adulthood by intervening early to address adolescent risk, develop pro- social behaviors and build resilience.
- The Youth Justice Service holds statutory responsibility for Youth Offending, including providing dedicated and specialist support to young people on statutory youth justice orders.
- The Parenting Support Service aims to strengthen parenting capacity and reduce the risk of children unnecessarily entering care and includes the Council's Troubled Families programme, Family Support Units and other preventative programmes.
- The inhouse Domestic Abuse Intervention Service (DAIS) works with anyone in Hackney experiencing domestic abuse. The service assesses need; provides information and support on legal and housing rights; supports service users with court attendance; supports service users to obtain legal protection; and works with service users and other professionals to address

their needs. The service also works with perpetrators of domestic abuse to try to reduce risk.

Some of the key planned activities and recent data for the Children and Families Service include:

- 4,290 statutory social work assessments were completed for children in 2018-19
- 413 looked after children (as at 30th September 2019)
- 276 child protection plans (as at 30th September 2019)
- 762 children supported by Children in Need plans (as at 30th September 2019)
- 88 families and 169 children were supported during 2018-19 due to having No Recourse to Public Funds
- At 31st March 2019, 139 children were placed with Hackney foster carers
- 32 children were in residential placements at 30th September 2019.
- Providing support and care for 336 disabled children in 2018-19.
- Providing support to 296 care leavers aged 17-21 and 65 care leavers aged over 21 (as at 30th September 2019).
- Youth activities and support for 6-19 year olds provided through Young Hackney (up to the age of 25 if a young person has special educational needs, a disability and/or is engaged with the substance misuse team) with 177,299 attendances at universal services during 2018-19.
- Young Hackney work with approximately 600 young people at any one time through the Early Help team providing tailored individual support.
- Activities for young people provided at 4 Young Hackney hubs, 6 adventure playgrounds and satellite-based community provision.
- Additional activities provided for young people delivered by voluntary and community sector organisations commissioned by Young Hackney.
- Providing support to 54 young people on statutory youth justice orders (as at 30th September 2019).
- 1,322 referrals were received by the Domestic Abuse Intervention Service in 2018/19.

The Children and Families Service has been successful in bringing in significant additional funding in recent years to provide resources for projects that support vulnerable children and families. These projects include the Family Learning Intervention Programme, the Contextual Safeguarding Project, the North London Social Work Teaching Partnership, funding to provide additional support for unaccompanied asylum-seeking children, and the Home Office Trusted Relationships Fund.

The Children and Families Service has continued to make significant contributions to the efficiency agenda of the Council. Over the previous nine years the service has delivered £11.3m savings with a further £0.1m being delivered in 2019/20.

20.2.3 Education and Schools

Hackney Learning Trust (HLT) plans to spend around £263m (gross expenditure) in 2020/21, which includes around £160m delegated to schools. HLT runs all the education services for the London Borough of Hackney and is responsible for schools, children's centres, early years and adult education.

HLT also provides a range of educational services through the delivery of a traded offer, operating in an increasingly competitive sector. As such, HLT has a trading relationship with all Hackney schools and is working with a number of schools outside of the borough.

HLT's vision continues to be the further acceleration of the pace of continuous improvement in order to ensure that all schools in the borough are graded good or better as soon as possible, and that every pupil is taught by good or better teachers with a curriculum that enables and promotes lifelong learning.

As at the end of the autumn term 2019, 70 of 76 schools (92%) (all phases) were rated as good or better by Ofsted for overall effectiveness.

93% of pupils at Hackney schools, which have been inspected by Ofsted, now attend a good or outstanding school (all phases).

20.3 Neighbourhoods

The combined proposed budget (gross expenditure) for Environmental Operations, Waste and Recycling, Streetscene, Parking and Street Markets is £61.1m in 2020/21

Environmental Operations

- 261km of Hackney's streets are being cleaned at various frequencies, including at least twice weekly for all residential roads and daily or more often for zone 1 roads. Town centres and all high streets are swept and cleared of waste daily Monday – Sunday, up to 8 times a day.
- Four Graffiti and fly-posting removal teams and one additional wash down crew dedicated to removing graffiti, flyposting and staining from the public highway.
- A cleansing maintenance service delivered to all Hackney Markets including Saturday, with 70% of waste generated from Ridley Road being recycled.
- Domestic Waste collections provided to 55,000 estate-based dwellings with frequencies ranging from weekly to thrice weekly depending on the amount of waste generated and the estate's needs. This equates to approximately 0.5m yearly waste and recycling collections from estate bin stores.
- Domestic waste and recycling collections provided to almost 55,000 street-based properties on a weekly basis. Collections of domestic and recycling waste are provided on the same day. Door-to-door weekly waste and recycling collections amount to some 6.4m collections per year.

- Domestic Waste collections provided to over 5,000 dwellings in Hackney's commercial areas (predominantly flats above shops) with frequencies ranging from weekly to daily depending on the location.
- Recycling collections provided to both street and estate-based properties include, co-mingled (plastic packaging, plastic bottles, cartons, paper, cardboard, tins and cans and glass), food and garden waste collections.
- 24-hour management of Nighttime Economy areas of the borough with the continuous removal of waste and litter 7 days a week.
- Delivery of commercial waste services to the borough's businesses 7 days a week which includes commercial recycling at a low cost to businesses. Turnover exceeds £6.4 million per annum.
- Delivery of an integrated cleansing service across all Hackney estates and streets which delivers services in a more cost effective, efficient and high performing manner.
- Delivery of food waste collection services on estates.
- Daily check and rectify of all housing estate block where every building and landing is inspected, and any rectification required is undertaken.
- A scheduled cleaning service for blocks of flats whereby regular scheduled cleansing takes place in addition to the daily checks. This service is backed up by a deep (steam) cleanse of all internal block surfaces, as required.
- In house service delivery of gully cleansing and winter maintenance.
- Delivery of a subsidised door-to-door bulky waste service 5 days per week to all residents in the borough. This includes collection, processing and disposal of up to 5 items per collection.
- The operation of a waste transfer facility 6 days a week for street cleansing waste and bulky household items. The facility operates a recycling service separating recyclable materials and non-recyclable waste.
- Around 24,000 tonnes of material recycled from Hackney households each year, including approximately 13,500 tonnes of commingled recycling, 3,500 tonnes of food and 2,800 tonnes of garden waste.
- Approximately 1.5m commercial waste and recycling collections per year, generating around 4,500 tonnes of dry recycling and 900 tonnes of food for composting.
- Approximately 24,160 mattresses collected annually and sent for recycling.

Waste Strategy and Recycling

- Ongoing strategic development of the waste management and recycling services.
- Submission of all statutory data returns to Central Government.
- Publicity and promotion of waste management and recycling services.
- Management and delivery of the Ward Improvement Programme and formal monitoring of street cleansing standards.
- Lead on advising architects and planners at the pre-planning stage as well as formally commenting on full applications with regard to waste and recycling storage provision for all residential, commercial and mixed-use developments.
- Provision of around 600 'Recycling on the Go' bins across the borough which contribute approximately 240 tonnes of recycling over the year.
- Delivery of the Environmental Education contract with Ecoactive to

engage and promote recycling and waste prevention to around 7,000 primary and secondary school students per year; and collect around 800 tonnes of commingled recycling from schools.

- Maintain the furniture re-use collection service delivering over 1,100 re-use collections and avoiding around 100 tonnes of furniture from disposal.
- Development and implementation of estates interventions to improve performance across all estates recycling (not limited to the Council's Housing estates), including additional recycling collections at busy sites, introducing new design recycling bins with larger lid apertures, introducing c160 additional recycling bins at the Council's Housing sites and reviewing Waste Planning Guidance.
- Planning and roll out of a new Green Champions scheme focused on estate-based residents, to improve recycling on estates.
- Introduction of Hackney's first reverse vending machine to reward residents for depositing single use drinks containers, on one estate.
- Ongoing corporate programme (the Estates Recycling Programme) working to improve recycling on the Council's Housing estates. Most notably the closure of waste chutes and building replacement bin stores on seven estates to improve recycling infrastructure for estate-based residents.
- Deliver the first Object Lending Library in the borough to enable residents to hire tools instead of purchasing to reduce waste.
- Deliver the Zero Waste Hubs to enable residents to re-use their household items, to fix their bikes, textiles and electrical goods.
- Deliver a campaign to reduce single use plastics via social media and local outreach events.
- Deliver the annual Christmas Toy Gift Appeal, collecting over 1 tonne of toys, or 2,000 toys worth more than £4,700. These are re-homed at various educational centers, refugee centres and other charitable organisations.
- Work with Hackney Real Nappy Network to encourage residents to ditch 100 tonnes of disposable nappies for reusable cloth nappies and to engage with over 2,000 parents.
- Launch the #ZeroWasteHackney campaign aiming to reduce, reuse, rent, refill, repair and swap households' items through the established waste prevention services offered to residents.
- Deliver the 'Zero Waste Hackney' summer large event to encourage residents and businesses to reduce their waste.
- Attend over 30 local resident events to promote recycling and waste prevention and to engage with face to face with over 1,000 residents.
- Launch the first Low Plastic Zone in Dalston with over 30 businesses signed up to reduce their single use plastics.

Land, Water, Air (LWA) & Asbestos Pollution Control Teams

- Develops policy and advises Council on land water and air issues.
- Manages and/or delivers all LWA Team project work, including schools, and air quality monitoring.
- Delivers more complex air quality and contaminated land planning issues.
- Sources external funding, for example through the London Mayor's Air Quality Fund.
- Day to day Environmental Permitting duties for the Council.
- Developing, implementing and coordinating projects for the Air Quality

Action Plan.

- Contracting and managing Refurbishment and Demolition Asbestos Surveys.

Parking, Markets and Street Trading

- The launch of e-vouchers in 2020/21, which will enable residents to arrange parking for their visitors in seconds.
- Effective enforcement of controlled parking areas within Hackney, that ensure road safety, support traffic flow, and protect parking for those who most need it.
- The continued management of parking places, pay & display equipment, signs and lines, car park facilities and the CPZ review programme for over 70% of the borough, including 87 Council Estates and 6 off-street car parks.
- Consultation with uncontrolled areas where there is a demand from local residents for parking controls to be introduced.
- The management of Hackney's six street markets and their 6.1m annual customers, delivering continued growth across our markets and providing support and training to service users and customers, which supports business growth and entrepreneurialism.
- The licensing and management of shop front trading, with a focus on achieving growth, which supports regeneration and economic growth in Hackney, and facilitate effective enforcement to ensure effective trader compliance.

Streetscene

- Management of the public highway network that includes inspecting and repairing 240 km of carriageways, 480km of footways.
- Inspecting and repairing 11,214 streetlights, 9,670 gullies and 20 bridges.
- Maintenance of around 10,500 street trees on the borough's roads and footpaths and trees within parks with a commitment to significantly increase this over the next few years.
- During the winter period Streetscene are responsible for precautionary gritting of 30% of the road network. This includes all the main roads (inclusive of all bus routes & access to all emergency services) and susceptible routes (roads near water courses, steep gradients and problem sites).
- Maintenance of lining and signing on the road network (including at signal junctions, zebra crossings and yellow box markings) to ensure compliance with current regulations.
- Provision of cycle training for more than 1,800 people including 1,400 school children, 300 individual adults, and we also provide cycle training for community groups and all ability groups.
- Promotion of walking and cycling across the borough including events such as Pit Stops and the world record breaking Bike around the Borough.
- Road Safety education and publicity including the school crossing patrol service.
- Managing skip and other highway licenses.
- Coordinating and managing Council, utility and developer works on our roads.

Libraries, Leisure & Green Spaces

The Libraries and Heritage Service plans to spend around £5.9m (gross expenditure) in 2020/21 across Hackney's libraries, museum and archives functions.

Hackney has eight libraries and a community library service and works with a range of partners to deliver a service which aims to connect with all sectors of the community. The service provides opportunities and support for learning, leisure, information, health related information and activities, helping people to gain paid employment and combating social exclusion. A range of innovative activities are provided for children and have been successful in encouraging reading skills and the pleasure of reading. The service is the largest provider of free internet access in the borough. The Community Library Service delivers books, DVDs and CDs to those who are unable to visit the libraries due to sickness or disability.

In 2018/19, the library service delivered the following:

- Over 1.6 million visits by members of the public
- 600,000 issues of books, CDs and DVDs
- Over 457,000 hours of free PC use in addition to free Wi-Fi in each library
- 3,700 children took part in the Summer Reading Challenge

Hackney Museum is recognised as one of the best community museums in the capital. Following its move to a state-of-the-art facility in Dalston, Hackney Archives has increased visitor numbers threefold. The two service elements offer a joint Community Education service which works with every state primary school in the borough.

Together, the Museum and Archives delivered the following in 2018/19:

- Over 37,200 visits in person
- Over 3,700 collection online enquiries
- Nearly 8,000 school pupils took part in learning activities
- Delivered a number of well received and high-profile major exhibitions and platform exhibitions at the Museum
- Supported the Council's Black History Season and Windrush Celebrations.

The Leisure and Green Spaces service plans to spend around £7m in 2020/21, managing and maintaining Hackney's 58 parks, gardens and open spaces and its seven sport and leisure centres.

Hackney's green spaces total approximately 283 hectares and range from potentially the largest concentration of football pitches in Europe at Hackney Marshes, to Springfield and Clissold parks. There are now 27 Green Flag Parks in Hackney – the national quality standard for parks.

The Sports and Physical Activity service works with partners to improve the health and wellbeing of local residents and support the development of sports and physical activity. In addition to providing a significant range of opportunities for individuals and groups to be involved in sport and physical activity, it also works

in close partnership with Greenwich Leisure Limited (GLL), the organisation which manages leisure facilities in Hackney on the Council's behalf. All of Hackney's leisure centres (7) are QUEST accredited, the national quality mark for leisure facilities, and they attract well over 2 million visits each year.

Planning Services

The Planning Service expects to spend around £4.6m (gross expenditure) in providing services across the borough. This investment is in the following five service areas:

The Strategic Planning Team leads the preparation of the Council's Local Plan, the local authority's key planning document setting out how growth and spatial change will be managed across the Borough over a 15-year period. They also prepare accompanying Area Action Plans, Supplementary Planning Documents, the Authority Monitoring Report and a broad range of evidence and research documents to justify/inform the plans and ensure effective implementation.

Development Management & Enforcement implements policies set out in the Local plan documents by providing the Council's statutory responsibilities in respect of processing and determining planning applications, representing the Council at planning appeals, and carrying out the planning enforcement function. The Service processes, consults on and determines over 4,000 planning applications per annum, generating approximately £1.8m income per annum. In addition, the Planning Enforcement team investigates over 600 planning breaches per annum.

The Growth Team collects and monitors Section 106 income and Community Infrastructure Levy funding, delivers master plans and capital projects for areas of growth and change, leads on design and conservation issues, and determines major planning applications, with larger more complex applications being subject to Planning Performance Agreements, which typically generates over £500k income per annum to cover the cost of the team.

The Building Control team's primary function is to ensure that buildings are properly designed and constructed to meet regulatory requirements that guarantee the health, safety and welfare of people in or around buildings.

The Business Technical team supports the Planning service in day to day processes which includes handling planning applications and validations, building control fees, land charges, Community Infrastructure Levy (CIL), Section 106 and Planning Performance Agreements (PPAs).

Community Safety, Enforcement and Business Regulation

The Community Safety, Enforcement and Business Regulation Service has a gross annual budget of £7m to provide community safety and enforcement services across the borough. This investment is in the following five service areas:

Integrated Partnership Unit and Intelligence Hub – This unit brings together all strategy, partnership and intelligence capabilities and undertakes and coordinates

the strategy and partnerships actions for the entire service creating a consistent joined up approach to strategy development and delivery.

Integrated Gangs Unit (IGU) – This unit is a multi-agency team which delivers a prevention, intervention and enforcement approach to known street gang members. The IGU has the capacity to work with 150 gang affiliates in Hackney. The aim of the team is to reduce gang related violence and to encourage gang members to leave the gang lifestyle. There is a focus upon risk assessment and risk management to ensure that both victims and perpetrators are kept safe as per safeguarding requirements. The unit is made up of staff from the Council, Police, Probation, Department for Work and Pensions (DWP) and voluntary organisations.

Civil Protection - This service is responsible for the strategic and tactical management of the Council's CCTV systems, Emergency Planning and Response and various engineering functions such as optical fibre cabling networks and radio voice systems.

The Civil Protection Service is an important component of the Council's work countering crime, disorder, terrorism and anything that disrupts the normal fabric of Hackney's life and wellbeing. It also provides the Borough with a centralised CCTV capability with experience, expertise, and knowledge of systems, as well as operational, management and legislation oversight for other council Public Spaces Surveillance systems.

Business Regulation Unit – This Unit brings together Food Safety, Health and Safety, Environmental Protection, Licensing, Bereavement Services, Trading Standards and all the main business engagement enforcement specialisms into one place under a single management structure. It captures and delivers what's best about specialist service delivery, but also enhances this with greater joint working and flexibility. This creates greater capacity to address demand and solves entrenched and complex issues and problems.

Enforcement – The team brings together all the various frontline enforcement response services. This is an integrated area-based enforcement service with officers empowered to enforce a range of legislation, including street scene enforcement, anti-social behaviour (ASB) and noise nuisance. The service integrates with and enhances the activities of staff within the other specialised legislative areas enforced; licensing, trading standards and environmental health. The service provides a casework system that sees complaints through from inception and through to resolution, including enforcement action with Officers working closely through a targeted process with other officers from other sections of the Council particularly Housing, Waste, Highways and Street Scene, Police and other emergency services.

20.3 Housing Regeneration

Hackney is building. Through its innovative cross-subsidy approach, the Council will deliver nearly 2,000 homes by 2022, with the majority for genuinely affordable social rent and shared ownership.

The Regeneration Division is responsible for leading the Council's core housebuilding programmes, which in total will deliver more than 9,000 new homes for social rent, shared ownership and outright sale through a mixture of direct delivery and partnership with housing associations and developers. The Division is also responsible for the development of the Council's Housing Strategy and policy, liaison with the borough's Registered Providers, and working to improve housing conditions and management in private sector housing through its #BetterRenting campaign.

The Regeneration Division plans to spend £0.9m in revenue, £2.1m in capital grants, and is leading the Council's regeneration programmes with a planned capital spend of £60m in 2020/21.

The Council has three main regeneration programmes; the Estate Regeneration Programme (ERP), Housing Supply Programme (HSP), and the Woodberry Down Programme (WDP).

The vision for the ERP is '*Council led housing regeneration which promotes mixed tenure sustainable communities with quality new homes in well- designed neighbourhoods*'. The team takes an innovative portfolio approach rather than approaching redevelopment on a site by site basis. By packaging sites together, the Council has been able to develop both a planning compliant programme which will deliver at least 50% social rent and shared ownership and a financially viable programme which is therefore deliverable.

In summary the principle benefits of the ERP are:

- Over 2,826 high quality homes;
- Improved space and sustainability standards;
- Wider range of housing types;
- Wider range of housing tenures (including 50% social rent and shared ownership);
- Improved amenity spaces and play spaces;
- Improved public realm and a more legible environment; Improved commercial and retail facilities;
- Reprovision of community facilities; and
- Wider community benefits e.g. employment and training opportunities.

The HSP will deliver additional new build homes by redeveloping underused Council-owned sites such as offices, depots and other buildings. It will deliver over 500 new homes on 16 sites across the borough. The HSP is a self- financing programme which will deliver a final tenure mix of around two-thirds of the completed units for Council social rent and shared ownership.

The regeneration of Woodberry Down is one of the Council's highest profile projects. It is one of the largest and most complex regeneration projects in the country. Unlike the Council's direct delivery programmes, the project is being developed in partnership with Berkeley Homes, Notting Hill Genesis Housing Association and the Woodberry Down Community Organisation. The Woodberry Down regeneration team is responsible for the delivery of the programme which will see the replacement of the 1,981 homes on the existing estate with up to 5,584 new homes, of which 41% will be affordable. As well as the physical regeneration of the estate the team works with partners including Manor House Development Trust to facilitate the social and economic regeneration of the area.

The Private Sector Housing team is responsible for driving up standards in Hackney's privately rented homes by tackling rogue landlords, supporting private renters and encouraging the professionalisation of the sector, in line with the Council's #BetterRenting commitments. As well as providing a responsive complaints service, the team has introduced a more proactive approach over the last year through two new property licensing schemes. These ensure that landlords of every House in Multiple Occupation in Hackney and all privately rented homes in three wards where conditions are at their worst need to hold a licence committing them to maintaining high standards and fair treatment of tenants, or risk tough penalties. The service also delivers a range of financial support, through a programme of grants, to vulnerable residents to enable them to remain living independently in safe and healthy homes that are suitable for their needs.

In a typical year the service will:

- *Respond to over 700 residents service requests concerning poor housing conditions;*
- *Bring 20 long term empty homes back into residential use;*
- *Improve 250 private sector dwellings (i.e. significant hazards removed);*
- *Through the Disabled Facilities Grants programme, enable over 100 vulnerable residents to remain living independently in safe and healthy homes that are suitable for their needs;*
- *Through the discretionary grants programme support over 30 residents maintain secure, warm homes in good repair; and*
- *Support Hackney landlords to become accredited under the London Landlord Accreditation Scheme*

The Housing Strategy and Policy Service is responsible for developing, monitoring and implementing housing policy in line with the Council's strategic objectives and manifesto commitments, developing and overseeing the implementation of the Council's Housing Strategy, and maximising the housing resources and opportunities available to the Council through its enabling function with Housing Associations; as well as lobbying work with Central and Regional Government.

The Service also oversees the new Mayor of London's grant-funded housing development programme in Hackney undertaken by Housing Associations, as well as managing the Mayor of Hackney's Housing Challenge, which is seeking to leverage additional Housing Association backed resources into a £50m housing pot to fund the development of genuinely affordable rented housing in Hackney.

Through its policy development and lobbying work the Housing Strategy and Policy Service has successfully:

- Achieved a major Government policy change, in cooperation with other councils and organisations, with the removal of the Housing Revenue Account borrowing cap,
- Influenced the indefinite delay of measures in the Housing and Planning Act that would damage the Council's housing policies.
- Successfully campaigned for a range of Government policy initiatives with respect to improving standards, security of tenure and affordability in the private rented sector (PRS).

The Service supports the Mayor and Lead Members in influencing and shaping the external housing policy environment in accordance with Hackney's housing policy imperatives; promotes and supports the Council's housing regeneration and PRS enforcement successes; and forward scans, risk assesses and mitigates housing policy and resource threats to the Council's housing and regeneration services. It is the Council lead for facilitating and supporting Housing Association development and other activities within Hackney.

20.4 Area Regeneration

The Area Regeneration Service is responsible for delivering and coordinating strategic regeneration in the borough. The Council has adopted the Inclusive Economy Strategy which sets out a new approach to regeneration and economic development aimed at maximising the local benefits of growth. The new focus on area regeneration involves the Council working in partnership alongside the community and stakeholders at a local level to identify and deliver on a clear vision and priorities for different places.

Area regeneration is able to deliver more benefits for people and places by ensuring that growth and development opportunities are unlocked, initiatives in an area are holistic and aligned, partnership working is improved, and the benefits of regeneration and growth are maximised for the community. Working across the Regeneration Division, the Neighbourhoods and Housing Directorate, and the Council, the Area Regeneration Service focuses on:

- Strategic area regeneration and placemaking in regeneration areas/growth corridors;
- Partnership working to deliver area regeneration and a more inclusive economy;
- Business engagement, communications and support; and
- Supporting the delivery of workspace (with a focus on affordable workspace).

The service focuses on town centres and areas of economic growth in the borough and identifies priorities for areas by working with local stakeholders including bringing forward development sites, transport infrastructure improvements, public

realm schemes, new commercial space and affordable workspace, social and economic regeneration programmes, and initiatives to support town centres and businesses.

The Hackney Wick Masterplan provides a framework to guide future development around Hackney Wick station and will ensure that affordable workspace is prioritised in this location, including space aimed at existing businesses at risk of eviction or rising rents. In Dalston and Hackney Central, the service will use the feedback from the Dalston and Hackney Central Conversations to shape the future of these areas and bring forward projects and initiatives to support our town centres.

In Shoreditch the service is working in partnership with neighbouring boroughs, businesses, developers and landowners to deliver improvements to the area and maximise the benefits of economic growth for local residents and businesses. The service is working with Transport for London and the London Borough of Islington on the changes to Old Street roundabout and future physical and economic opportunities in this area. The service has launched the Shoreditch and Hoxton Art Fund which is delivering community focused arts and cultural projects via contributions from private development sites.

The service is working to deliver new affordable workspace both on Council-owned sites and in partnership with other landowners and businesses. Two Council-owned buildings in Hackney Wick are currently being converted to provide more affordable workspace in the area, new affordable workspace has been delivered in Woodberry Down. There is also a proposal to convert redundant garages at the ground floor of Council housing buildings to affordable workspace for local businesses. Work is currently underway to develop designs for the conversion of two pilot garage sites into workspace.

The Hackney Business Network is aimed at businesses of all sizes and provides business information, guidance, and support making it easier for small and medium-sized businesses, as well as larger businesses, to grow and to flourish in the borough. In championing, supporting and advocating for the business sector, the Council is encouraging businesses to take an active role in delivering a more inclusive economy – including providing high-quality jobs, local apprenticeships and work experience opportunities, paying the London Living Wage, and delivering affordable workspace and more sustainable business practices.

20.6 Strategy and Economic Development

In 2018/19, the Council sought to progress faster, a range of socio-economic outcomes, including the delivery of an increasingly inclusive approach to economic growth. In effect, we are committed to building a more inclusive economy and ensuring that the benefits of inclusive growth are seen and experienced as widely possible across the borough.

The approach aims to bring together three areas of economic development – access to employment and opportunities; strategic area regeneration; and the Council's relationship with business – and to ensure these strategic areas are all fully aligned

and mutually supportive and that inclusive growth is delivered as a result of these activities and a more joined up and inclusive approach to economic development .

Access to employment and opportunities is a key priority and ensuring that economic growth creates real, meaningful and high-quality employment opportunities is at the heart of everything the Council is doing around economic development. Over the past few years, the Council has made a conscious decision to significantly broaden its employment opportunities offer. The overarching aim is to provide borough residents with a range of different employment pathways including work placements, volunteering, apprenticeships and ring-fenced job opportunities.

Hackney Works (the Council's employment support and job brokerage service) has continued to deliver a personalised employment support service across three hubs. The team has continued to build internal partnerships to support residents, particularly for those who are part of the Troubled Families Programme and those affected by welfare reforms. Following the introduction of a new digital service for Hackney Works - focused on delivering a more user-focused experience for disadvantaged residents - the service has a renewed focus on the quality of the *journey* towards employment, as well as the quality of the job roles residents are moving into. This is demonstrated in a new set of metrics for the service included below, which includes tracking progression interventions.

Hackney Works has started delivering Hackney Late sessions, providing an opportunity for those in work to engage with the service during out of office hours. Effective external partnerships have been developed to deliver new training opportunities to residents, including a three-way partnership between Hackney Works, ELBA and blue-chip private sector companies.

Hackney's Supported Employment Team has recently launched its Supported Internships, aimed at young people aged 16-24 with Special Educational Needs and Disabilities (SEND). Working in partnership with HLT, the service has devised an innovative pathway for young people, which also includes early access to meaningful work experience linked to their interests and aptitudes, whilst in school. The new Supported internships, using the Project Search Model, are based on site at the Homerton Hospital and in line with the Council's ongoing efforts to lead by example, steps are now being taken to launch a similar programme based at the Council later this year.

In 2018 and again in 2019, Hackney Council was named the Top Employer - Public Sector at the School Leaver Awards, based on the direct, anonymous feedback provided by our apprentices through an online survey run by All About School Leavers. We were also the winner of the Large Employer of the Year and the Recruitment Excellence Awards for the London region at the National Apprenticeship Awards 2019. We have increased the number of apprentices at the council to over 100 currently employed. We worked with ICT to create 21 new apprenticeships in areas including Data, Digital Design, Infrastructure, Software, and ICT support, giving young people vital digital skills. We have also worked with Amazon to promote digital apprenticeships to tech SMEs in the borough.

In 2019 we launched the Hackney Apprenticeship Network, which will support and

celebrate the creation of high-quality apprenticeships in the borough. Since the launch of the Network, over 30 businesses have signed up. The Network provides an effective framework and vehicle for the Council to work in partnership with businesses across the borough, establishing high quality apprenticeships which are accessible to local residents. All network members pay apprentices at least the National Living Wage (£7.70 per hour); work with a high quality training provider; offer apprentices pastoral support throughout their apprentices; and are committed to recruiting locally with a focus on disadvantaged groups. Members of the network include organisations and businesses from sectors such as education, performing arts, engineering, insurance, digital and construction.

During 2018/19, we offered paid work placements to Hackney young people through the Hackney 100 scheme in businesses including Amazon, the Geffrye Museum, and a range of construction employers, using our section 106 leverage. We have also hosted 25 paid placements at the council and worked with WeWork to establish Future Hackney - a programme which saw over 50 Hackney young people completing work placements with entrepreneurs and start-ups based at the workspace provider.

Below are the Employment & Opportunities programme outputs from April 2018 - March 2019:

Sign- Ups	2067
<i>Equalities Monitoring</i>	
- BAME	40%
- Care leavers	1%
- Disability/Health condition	6%
- Female	29%
Progression Interventions (<i>includes volunteering; employability support; training</i>)	3352
Paid Work Placement starts	87
Apprenticeship starts	118

<i>Council</i>	61
<i>External</i>	62
<i>Total Apprentices on the Council Apprenticeship Programme</i>	100
Job Starts	460
<i>Equalities Monitoring</i>	
- <i>BAME</i>	67%
- <i>Care leavers</i>	3%
- <i>Disability/Health Condition</i>	29%
- <i>Female</i>	46%

20.7 Benefits and Housing Needs Service, and Revenues

The Benefits and Housing Needs Service is a mixture of statutory service and local provision. Functions consist of:

- Supporting those on low incomes in the borough to meet their housing rental costs through the administration of Housing Benefit
- Supporting those on low incomes to meet their Council Tax obligations through the administration of Council Tax reduction
- The administration of discretionary awards; Discretionary Housing Payments, the Hackney Discretionary Crisis Support Scheme (the Hackney Local Welfare Provision scheme), and Council Tax Discretionary Scheme
- Advice and homelessness prevention assistance to residents in housing need including the use of private sector lets and supported accommodation
- Providing emergency and temporary accommodation where necessary
- Providing downsizing for those who are under-occupying their properties to make best use of housing stock
- Management of the Council's Housing Register and all social housing lettings for the borough
- Assessment of medical conditions and disability with regard to housing suitability
- Procurement of properties for temporary and settled tenancies within/without the borough
- Management and maintenance of temporary accommodation hostels
- Rent collection for temporary accommodation
- Rough sleeping response

The impact of welfare reform and the housing crisis continues to significantly impact residents and therefore the demand on the Service continues to rise, especially with the introduction of the Homeless Reduction Act (HRA) from April 2018. An increase of 31% of residents approaching the Service for housing advice and support and 14% of those requiring temporary accommodation has been recorded for 2018/19. The increase in demand since the introduction of HRA for 2019/20 is still evidenced at 34%. The Council has been instrumental in the research and modelling report conducted by the LSE on behalf of London councils to evidence the true cost of homelessness services in London and the gap in Central government funding.

Despite the rollout of Universal Credit, the Housing Benefit/ Council Tax Reduction caseload of 38,000 (the highest in London) has only decreased by 5.6% from 2018/19. The service has seen the number of residents registering for social housing increase to more than 13,200 households on the housing register, however the number of social lets available to the Council has reduced dramatically to c.400 for 2019/20. This has resulted in the 3200 households in temporary accommodation remaining there longer, with 1200 of these placed outside the borough. The waiting time for a two-bedroom social housing property is now 10 years and 8 years for a three-bedroom property. The waiting time for a wheelchair accessible property is currently 9 years.

It is anticipated that around £301m will be paid out in Housing Benefit and £26.7m discounts via the Council Tax Reduction Scheme for 2019/20 with similar figures projected for 2020/21. However, administrative funding from the Department for Work and Pensions is reduced year on year, with a 38% cut evidenced since 2013 against a caseload reduction of only 4%. Funding announcements are yet to be made for the forthcoming year.

The majority of Housing Needs' planned £45m gross budget is spent on providing temporary accommodation and is recovered through Housing Benefit subsidy and rental income. Income collection rates for temporary accommodation achieved so far in 2019/20 are in excess of 98%.

The Service has brought online two hostels in the last year, reducing the need for costly bed and breakfast accommodation. It is anticipated that a further two will come online in 2020/21. This will be the culmination of reducing the unit cost of temporary accommodation. However, the continued cost is due to the demand for temporary accommodation rather than the type used.

The specialist Settled Homes Team has had some success with encouraging households in temporary accommodation to bid for social housing and re-locate and because of increased demands and the housing crisis resettle into the private rented sector out of London. However, the team functions have now been embedded into the various permanent functions of the Service and have resulted in the release of 4 agency staff.

Rough sleeping has started to decrease from 23 to 14 individuals at the last November 2019 count, as a result of the successful bid to MHCLG for the Rough Sleeping Initiative Fund for more provision for 2018/19. The bid was one of 3 successful bids which enabled the Service to create its own Street Outreach Response Team, including an approved mental health practitioner.

In addition to Benefits and Housing Needs, the division is also responsible for the administration and collection of Council Tax (around 116,000 households) and Business Rates (around 11,000 local businesses).

20.8 Corporate Plan Cost Cutting Services - Cross Cutting Investment in Reducing poverty, inequality and building social cohesion

The total budget proposed is £500k to be financed from one off funding. An indicative breakdown of the Investment is provided below.

Reducing Poverty

Objective 1: improve the offer for families in food poverty to improve children's access to affordable fresh food

- Improve the take up of support which is available for children and families to tackle food poverty
- Develop a more coordinated approach to food banks / cook and eat / community meal activities including

Budget: £40k

Objective 2: Strengthening support for those with the most complex needs (including a specific focus on those in housing need)

- Develop a multi-disciplinary case work approach between adult social care, mental health and housing needs to provide support to vulnerable adults with complex needs
- Supporting the expansion and mainstreaming of the collaborative case work approach working with in Benefits and Housing Need, Adults and Mental Health and other Advice services / agencies.

Budget: £200k

Objective 3: Strengthening support for families through investing in work to improve early help for children and families

- Pilot new approaches to service design around early help

Budget: £70k

Objective 4: Poverty proofing policies

- Poverty proof Council and Partner policies and practices

Budget: £30k

Tackling key inequalities

Objective 3: Helping people to age well in Hackney -achieving some quick wins

- Investing in proposals once the Age Well Strategy is adopted that help make Hackney a more Age friendly borough
- Invest in older people continuing to shape and steer the developing of the Ageing Well Strategy once adopted by Cabinet - through training and further peer research as well as developing appropriate governance and oversight

Budget: £80k

Objective 4 Engaging and improving services for young people

- Upskilling young people to co-design of test and learn experiments which influence public service design - support the Improving Outcomes for Young Black Men Programme and Young Futures

Budget: £80k

20.9 Central Services

To support the front-line services the Council has a number of support service functions e.g. Human Resources, Financial Management, Insurance, ICT, Property Services and Legal Services, but there are also a number of services e.g. Corporate and Democratic Core, Governance Services for Councillors and Registrars which are unique to Local authorities and other governmental organisations.

In addition to the above there is also, included within Finance and Corporate Resources, the General Finance Account (GFA). This is where all expenditure that is not easily attributable to any division or directorate is contained. Gross expenditure budgets contained in the GFA include; NWLA Levy, Pension Back funding and Revenue Contributions to Capital Outlay.

21. ROBUSTNESS OF THE ESTIMATES, ADEQUACY OF RESERVES AND CONTINGENCY

- 21.1 All local authorities face a number of corporate risks. Risks identified as emerging after the period of this budget will be dealt with through the risk register contained within the MTPF and are not repeated in this report.
- 21.2 Section 25 of the Local Government Act 2003 requires the Council's Chief Finance Officer (The Group Director, Finance and Corporate Resources) to report on the following matters; the robustness of the estimates and the adequacy of the proposed financial reserves.
- 21.3 The Council has taken a long term and strategic approach to managing the budget gap over a number of years and this has allowed and continues to allow proposals

to be developed to cover a range of years to enable services to be properly and fully reviewed. The authority enjoys a high measure of financial stability and has over a number of years managed its finances well. Inevitably there are several risks to the budget, and these have been set out in this report including the challenges around delivery of savings proposals and the measures in place to mitigate these risks. The clear advice of the Group Director, Finance and Corporate Resources is that the current level of General Balances should be held at the existing position of £15m which is in line with our current policy to not allow the general balance to drop below £15m and to hold earmarked reserves for a range of specific purposes.

- 21.4 To summarise, based upon the measures in place to manage the delivery of the savings, the provisions made in relation to contingency sums, levels of reserves and balances the Group Director, Finance and Corporate Resources is of the view that the estimates are sufficiently robust and reserves adequate on the basis that no allocations unless already planned are undertaken.

22. HOUSING REVENUE ACCOUNT

- 22.1 Formal proposals for the Housing Revenue Account Budget including Tenants Rent and Service Charges for 2020/21 were included in a report to Cabinet in January 2020.
- 22.2 The rent increase of 2.7% in the 2020/21 budget is in line with the Social Housing Regulator's recommendation of CPI+1%.
- 22.3 Fees and charges remain frozen at 2019/20 levels and service charges will also remain frozen at 2019/20 levels with the exception of concierge charges, which are in line with the increase agreed in 2019, and the cost of garage and parking spaces which are increasing by £1 per week for the 2nd year, also agreed in 2019/20, to reflect the cost of maintaining them at a lettable standard and to bring them more in line with the local rental market.

23..0 RECHARGES

- 23.1 The budgets shown at paragraph 15 are before central recharges. The majority of central services cost centres will be fully or partially recharged to front line services in accordance with CIPFA Service Reporting Code of Practice.
- 23.2 This will be carried out in March 2020, after consideration of the budget by full Council but this has no impact on the Council's overall budget.

24.0 CAPITAL

- 24.1 This Section and Appendix 7 present the Council's indicative three-year capital budget, for 2020/21 to 2022/23, although it should be noted that formal resource approval is sought only for 2020/21. Future years will be subject to change, as schemes are developed more fully. Robust business cases are required before formal resource and spend approvals are sought. The three-year programme is included as it is used to inform the calculation of the prudential indicators, which are required to be set out for the next three financial years. The 2019/20 forecast outturn position has also been included, to provide better understanding of the whole capital

programme and put into the context the increase in capital investment.

- 24.2 The Council's programme for 2020/21 is budgeted at £322m, of which £146m relates to Housing and Regeneration, and £107m relates to the three Education mixed-use schemes we are progressing. There are of course risks associated with the three-year capital programme, particularly as it requires substantial upfront investment financed by increased borrowing, to be repaid as capital receipts are realised from the sale of assets developed in mixed-use schemes and via the substantial regeneration programme. This requirement arises from the significant funding cuts to Local Authorities including reduced capital grants, which have significantly reduced reserves and cash balances as they are used to finance the extensive capital programme. In turn, it will increasingly be the case that the overall borrowing requirement will be met from external borrowing rather than internal, as has been the case to now. This has already commenced, with the commitment of £65m of Public Works Loans Board PWLB borrowing in 2019/20. This borrowing was taken prior to the 1% increase in borrowing rates in October, meaning we secured circa 2% interest rates. In the future, we will consider alternative sources for long-term borrowing, which may now undercut PWLB rates.
- 24.3 The Council has options in the financing of its housing regeneration programmes, including the potential to appropriate the costs incurred in cashflowing the construction of outright sale properties on certain schemes from the Housing Revenue Account (HRA) to the General Fund (GF), in order to most effectively deliver these ambitious plans. We have also taken the first step in acquiring properties via our wholly owned subsidiaries. Hackney PRS Housing Limited has acquired 25 properties developed as part of the Council's regeneration programme. A combination of £16m equity/loan was issued to the company to acquire the units at Hoxton Press, Colville Estate during the current financial year.

Schemes

- 24.4 Full details of the three-year indicative Capital Programme are presented in Appendix 7. The programme provides a breakdown for each directorate with a further analysis summarising the Housing and Non-Housing requirements. The 2020/21 budget incorporates the resource re-profiling work carried out in 2019/20 during September and December and includes schemes which have already been approved through previous decisions of the Cabinet and Council. As already stated, all schemes where spend approval is not already in place will require robust

business cases before any further resource and/or spend approval is given. Such schemes cannot proceed until this has been completed. Details of the new resource approvals being sought as part of this budget setting process are included in the schedules at Appendix 7.

24.5 The indicative programme incorporates schemes that will deliver the following:

- An ongoing and ambitious regeneration programme which will bring homes of different tenures to the market.
- Enough school places to keep pace with the increased demand for Hackney schools, including indicative estimates for the requirement for two new secondary schools, alongside ensuring our existing school estate is kept in a suitable state of repair.
- Regeneration of our town centres.
- Ongoing maintenance of the corporate property estate and the maintenance of the ICT infrastructure going forward following the current investment in upgrades to the Council's main ICT platforms.
- A highways maintenance programme retained at the current level of £4m pa and associated schemes
- The ongoing maintenance of the Council's parks and green spaces and libraries, including refurbishment of Stoke Newington and Stamford Hill Libraries.
- An ongoing commitment towards delivering on our zero-carbon target, including LED streetlighting

24.6 Two of the three mixed use schemes will complete in full in 2020/21. New Regents College, a Pupil Referral Unit with 150 pupil capacity, at the Nile Street location became operational last summer, and the final stage of the residential element was completed in recent weeks. At Tiger Way, construction completed in February 2019, with Nightingale Primary school operational in February 2019, and residential units occupied from July. Cabinet agreed to proceed with the procurement of contractors for the Britannia scheme in December 2017. This project goes one step further than Nile/Tiger – it delivers a replacement leisure facility for the existing ageing Britannia centre, six new forms of entry (940 pupils) and a 200 place sixth form secondary school, and 481 new homes, of which 81 will be onsite affordable. Construction of the leisure centre and school has commenced in 2019/20.

24.7 All three mixed-use schemes are funded primarily by sale of on-site private residential accommodation, and therein lies a significant element of risk. The age of Brexit means there is less certainty in the housing market than previously, and there is considerable work continuing to monitor and manage the risk that has been brought to bear in this new era. There are separate project boards and governance processes for Britannia and Nile/Tiger, in terms of ongoing project management and the relevant financial scrutiny.

24.8 The HRA debt cap was removed in 2018/19. While the debt cap adversely impacted the ability of the HRA to cashflow estate regeneration, it did provide a standard level of protection against the risk of imprudent borrowing. With this somewhat artificial protection removed, it is now more important than ever that HRA borrowing is undertaken judiciously and that a keen oversight of debt levels and viability is maintained through reporting to the Housing Delivery Board.

Hackney Capital Programme

Non-Housing	19/20	20/21	21/22	22/23
	Forecast	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Children, Adults & Community Services	10	13	21	15
Neighbourhoods and Housing	19	45	14	11
Finance/Corp Resources – commercial schemes	80	107	28	58
Finance/Corp Resources - other	10	11	8	13
Non-Housing budget	119	176	71	97
Housing				
Asset Management Plan	61	82	66	67
Estate Renewal Programme	39	29	51	61
Housing Supply Programme	7	20	18	42
Other Regeneration Schemes	16	11	7	5
Other	3	4	3	3
Housing budget	126	146	145	178
Total Annual Capital Budgets	246	322	217	275

Resources

24.9 The Capital Programme is funded through various sources including;

- 1) Specific & non-specific government grants
- 2) Capital receipts
- 3) Council Reserves
- 4) Revenue contributions to capital
- 5) Other one-off funding sources e.g. S106 developer contributions and Community Infrastructure Levy
- 6) Borrowing

24.10 The indicative resources available for each year of the Capital Programme is set out below. It is important to note that these are based upon the work done as part of the development of the Capital Strategy, taking account of the progression of various negotiations with Developers and other External Parties. They are therefore best estimates using the information currently available and will be subject to change. Any change in resources available will result in changes to the associated expenditure and/or financing plans in order that a net balanced position for the capital budget is maintained.

Non - Housing Financing	19/20	20/21	21/22	22/23
	£m	£m	£m	£m
Capital Receipts – mixed-use	39	104	28	58
Capital Receipts – other	10	10	10	10
Reserves/Discretionary	6	12	10	15
Grants	29	11	8	1
Revenue contribution	5	4	4	4
S106/CIL	12	19	11	9
Borrowing	18	15	-	-
TOTAL	119	176	71	97

24.11 The detailed resource position reflects the following:

- The “capital receipts - mixed-use” line reflects expenditure on the mixed-use schemes that is funded by sales of dwellings, and which in large part will happen post-construction. The timing of the cash inflows is different to the financing need, meaning there will be a short-term borrowing requirement. Further, where actual sales are lower than anticipated, and/or where they are later than expected, there may then become a longer-term financing requirement.
- The Grants & Contributions incorporates resources announced by the government for 2020/21 and the figure for the following two years captures our forecast based on initial agreements with various governmental Departments. These largely relate to the education programme where we are expecting some limited, albeit not sufficient, Government support for the delivery of additional school places and ongoing maintenance.

24.12 The resources available to finance the Housing capital programme are summarised in the table below.

Housing Financing	18/19	19/20	20/21	21/22
	£m	£m	£m	£m
Capital Receipts	48	40	33	31
Grants	5	8	5	17
Revenue contribution	51	51	52	53
Reserves	0	0	0	0
S106	0	0	0	0
Borrowing	22	47	55	76

Total	126	146	145	178
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24.13 The detailed resource position reflects the following:

- The revenue contribution includes the Major Repairs Reserve (MRR), which is the depreciation calculation on the housing stock recycled to create resource for re-investment. The amount of MRR for 2020/21 is £44m
- The remainder of the Revenue Contributions include the Revenue Contributions to Capital Outlay (RCCO) and leaseholder contributions.
- The Capital Receipts line incorporates the Council's projected share of brought forward Right to Buy disposals. We anticipate additional RTB receipts for 2020/21, however for prudential measure these have not been included as it is difficult to estimate the number of RTB sales in future years.
- The Capital Receipts indicated for future years includes the projected Regeneration receipts for sale of land from various current and future schemes including Woodberry Down and Colville Estate. These figures are in line with those included in the approved HRA business plan.
- With the allocation of all expected and known resources, the Housing Capital Plan is projecting a significant and rising borrowing requirement through this three-year programme. A surplus in capital receipts is anticipated for 2023/24, which will reverse the trend and repay borrowing, however long-term affordability of the Housing programme remains the focus.

24.14 One-off funding forms a significant proportion of the sources available to fund the capital programme, however these are by no means guaranteed. As set out above, where we are most likely assured of receipt of these funds, a prudent approach, both in terms of potential receipt and timeline, has been taken and incorporated within the programme. Where ultimate realisation is more difficult to predict, they have not yet been included in the forecasts. These additional resources will be applied to the programme as and when received in order to optimise the financing of the Capital Programme and to reduce the overall level of borrowing required. Where appropriate, they will be used to provide additional resource for schemes to be developed.

24.15 Examples where we do not include one off funding relate to the following:

- The level of interest on balances earned by the Council continues to remain low and is likely to decline further as reserves and cash balances are utilised. This coupled with continued historic low interest rates available makes the return on such funds one of diminishing nature and nothing has been assumed from this source within the Capital Programme presented here.
- The number of Right to Buy Properties is highly cyclical and difficult to predict. As a result, as part of the Capital Receipts figure included, no future forecast of RTB sales receipts have been incorporated.

- 24.16 To avoid reliance on one-off funding sources and to continue to build a truly sustainable budget, which will counteract the reductions outlined above, the Council has maintained a significant level of Revenue Contributions to Capital outlay (RCCOs). In 2020/21 this amounts to £3.9m in respect of the General Fund and £8.7m in respect of the Housing Revenue Account. This level of contribution, particularly in the General Fund may, not be feasible in future years as the Council continues to deal with significant reductions in revenue funding from the government.
- 24.17 Government resources have been incorporated in line with the most recent announcements but may be subject to change, particularly in later years. Apart from known amounts of receipt of one-off Capital Receipts, no assumptions have been made in respect of other housing and non-housing capital receipts as these are highly subjective to market movements and policy changes by Central Government. The Council's property portfolio is continually under review to ensure optimum use and appropriate sales where possible. Additional receipts that become available will be included in the capital programme as these are identified.

Capital Overall Summary

- 24.18 This report sets out an indicative three-year programme which is designed to deliver an ambitious Capital plan in order that the objectives set out earlier are met. It also details the impact of reduced supported funding for the Capital schemes and that the Council will need to borrow in order to ensure it has sufficient resources to deliver the ambitious plan. Having a longer-term outlook of the Capital programme, as presented here, will allow for better financial management of the resources as this captures requirement over the life of the projects which can then effectively be fed into the Council's Treasury Management.
- 24.19 Due consideration continues to be given, through the governance structures already in place, to how the UK's changing economic position is impacting on key parts of the capital programme as it currently stands. Adjustments to plans will be made where it is deemed in the best interests of the borough's long-term financial sustainability.

25.0 PRUDENTIAL CODE

Background

- 25.1 The Prudential Code for Capital Finance in Local Authorities (the Code) was originally implemented in 2004/05 and the latest version is 2017. This is a professional Code that sets out a framework for self-regulation of capital spending, in effect allowing authorities to invest in capital projects, through borrowing, without any imposed limit as long as they are affordable, prudent and sustainable.
- 25.2 Hackney's capital investment is limited by the Code's requirement that borrowing is sustainable, affordable and prudent and the overarching requirement that local authorities set balanced revenue budgets. The Government also has reserve powers to restrict aggregate local authority borrowing for national economic reasons and to intervene to restrict individual local authority's borrowing.

- 25.3 Under section 3(1) of the Local Government Act 2003 Local Authorities are required to maintain the prudential indicator for the authorised limit for external debt for the current year. Regulation around local authority borrowing and capital investment is subject to change by Government at any point and dependent on macroeconomic circumstances.
- 25.4 The Prudential Code requires the Council to agree and monitor a minimum number of prudential indicators which for housing authorities are separated into HRA and non-HRA elements. These indicators are mandatory but can be supplemented with local indicators if this aids interpretation.
- 25.5 The indicators from both Codes are purely for internal use by the Council because any comparisons with other Councils would not be meaningful. However, comparing the level of the indicators over time does add value to the capital and treasury management process. The codes require projections for the next three financial years up to 2022/23.

Capital Expenditure and the Capital Financing Requirement

- 25.6 The Prudential Code requires local authorities to calculate the Capital Financing Requirement (CFR). The CFR represents the Council's underlying need to borrow for a capital purpose. Movement between years will be influenced by in-year capital expenditure and provision for repayment of debt.
- 25.7 The Prudential Code allows local authorities to undertake unsupported borrowing so they can deliver projects such as spend to save schemes (which may have previously been limited by the credit approval system) or take decisions to direct resources from revenue to capital to enable service enhancements. However, before using unsupported borrowing the authority must be satisfied that the additional borrowing costs can be afforded within future year's revenue budgets, for both General Fund and HRA.
- 25.8 Once again, the Council anticipates the potential need to undertake unsupported borrowing to fund both its Housing and non-Housing capital programme, given the nature of the programme set out, particularly in respect of the provision of new schools and housing projects that will require forward funding before realisation of capital receipts.
- 25.9 The capital expenditure set out in the tables below is based on the level of capital resources that can be realistically estimated over the next three years. Decisions on the actual financing of capital expenditure are taken each year during the year-end closure of accounts process on the basis of all the relevant information available at that time. It is therefore possible that the balance of the resources used in a particular year, for example, between capital receipts and Major Repairs Reserve (MRR), may change, although the totals over the three-year period are expected to remain broadly the same.
- 25.10 The capital expenditure, resources and CFR set out below allow for additional expenditure on New Build Affordable Homes, "Decent Homes" and other related

schemes. The increase in the Council's borrowing requirement to enable the ongoing financing of such schemes has also been allowed for in assessing an appropriate level for the borrowing limits.

25.11 Following Royal Assent of the Localism Act 2011, HRA Self Financing started in April 2012. The subsidy system was replaced, and the Council now retains all rent and service charge income in return for it delivering housing services to tenants and taking on investment in its housing assets based on a 30-year business plan. A "once and for all settlement" between Government and local authorities, in the form of a "one off" reallocation of debt was also undertaken. Government may reopen the settlement in very limited circumstances for major policy changes making a "substantial and material impact on the landlord business". For the Council, this equated to a reduction in debt and DCLG settled this by repaying a proportion of each of the Council's PWLB loans. As a result, Hackney was debt free although this is now changing.

25.12 The International Financial Reporting Standards (IFRS) require the Council to review all operational leases to ensure that they are correctly classified as operational leases in accordance with strict criteria. Reclassification of a lease as a finance lease means that the assets are recognised on the Council's balance sheet and matching long term liabilities are also recognised. The CFR figures within this report have been adjusted to reflect these reclassifications.

25.13 IFRS also required PFI schemes to be brought onto the balance sheet, however, the Council's PFI scheme was already on the balance sheet and included in the calculation of its CFR and is shown in Table 2 as "Other long-term liabilities".

25.14 Tables 1 and 2 summarise the proposed level of capital expenditure, the means of funding that expenditure and projections of the CFR over the next three years. The Council is asked to approve these projections.

Table 1: Capital Expenditure and Financing 2019/20 to 2022/23

	2019/20 Forecast £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m
Capital Programme:				
Non-Housing	119	176	71	97
Housing	126	146	145	178
Total spend	246	322	217	275
Financed by:				
Capital Receipts	98	154	71	100
Government Grants	46	39	25	28
Reserves	6	12	10	15
Revenue	56	55	56	57
Borrowing	40	62	55	76
Leasing and PFI				
Total Financing	246	322	217	275

Table 2: Capital Financing Requirement and External Debt 2019/20 to 2022/23

	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m
Capital Financing Requirement at Year End					
CFR – Non-Housing	374	339	304	280	334
CFR – Housing	110	132	179	233	309
Total CFR	484	471	482	514	644
Net CFR movement		-13	12	31	130
External Debt					
Borrowing	83	113	110	164	240
Other long-term liabilities	14	14	13	12	11
Total Debt 31 March	97	127	123	176	251

Limits to Borrowing Activity

25.15 The first key control over the Council's activity is to ensure that over the medium-term debt is only for a capital purpose. The Council needs to ensure that external debt (i.e. borrowing for any purpose, plus other long-term liabilities) does not, except in the short term, exceed the total of the capital financing requirement in the previous year plus the estimates of any increase in the capital financing requirement at the end of the current and next two financial years. This allows some flexibility for limited early borrowing for future years.

Table 3: Gross Debt Compared to Capital Financing Requirement

	2019/20	2019/20	2020/21	2021/22	2022/23
	Approved	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Gross Debt	219	127	123	176	251
CFR	619	471	482	514	644

25.16 The Group Director, Finance Corporate Resources confirms that the Council will comply with the requirement to keep gross debt below the Capital Financing Requirement over the next 3 years. The estimated movement in gross debt and the CFR is set out in Table 3 and takes into account current commitments, existing plans, and the proposals in the budget report. The increase in gross debt over the period reflects both the anticipated increase in the CFR and prudent assumptions on the future movement of revenue reserves and balances.

25.17 A further two Prudential Indicators assist in exercising control of the overall level of borrowing which supports capital investment. These are:

- **Authorised limit** – This represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level of borrowing which, whilst not desired, could be afforded in the short term, but is

not sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under Section 3 (1) of the Local Government Act 2003.

- **Operational boundary** – This indicator is based on the probable external debt during the course of the year; it is not a limit and actual borrowing could vary around this boundary for short times during the year. It should act as an indicator to ensure the authorised limit is not breached.

25.18 The authorised limits and operational boundary need to be set at a level which will allow for borrowing to support the delivery of the capital programme as set out earlier in this report. Increases in the HRA CFR arise from HRA Unsupported Borrowing undertaken to support the HRA Business Plan. The increases in the General Fund CFR arise from GF Unsupported Borrowing undertaken to fund the capital programme as reserves and cash balances held by the Council reduce, and shorter term cashflowing of our mixed-use schemes, where there is a lag in the receiving of capital receipts from residential sales.

25.19 The Council is asked to approve the following Authorised and Operational Limits, which have been calculated in the case of the Operational Limit on the basis of anticipated cash flow and the potential increase in the Capital Financing Requirement, and in the case of the Authorised Limit allowing a margin for unlikely (but possible) scenarios affecting the timing of grant receipts, Council Tax collection and capital receipts:

Authorised Limit and Operational Boundary

	2019/20 Approved £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m
Authorised limit for external debt				
Borrowing	582	532	564	694
Other long-term liabilities	18	20	19	18
Total	600	552	582	711
Operational boundary for external debt				
Borrowing	552	502	534	664
Other long-term liabilities	18	20	19	18
Total	570	522	552	681

Affordability Prudential Indicators

25.20 The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the overall Council finances. The Council is asked to approve the following indicators:

- **Actual and Estimates of the ratio of financing costs to net revenue stream** – This indicator identifies the trend in the cost of capital (borrowing costs net of investment income) against the net revenue stream, separately for housing and

non-housing services. The higher ratio for the HRA reflects the high depreciation charges which are included as financing costs in the HRA and represent a significant proportion of the HRA revenue budget. The increase in the Non-HRA indicator is largely the result of the requirement to replace internal borrowing with external as cash reserves reduce in future years. The estimates of financing costs allow for the level of borrowing set out in the capital expenditure plans.

Ratio of financing costs to net revenue stream

Ratio of Financing Costs to Net Revenue Stream	2019/20 Approved	2019/20 Revised	2020/21 Estimate	2020/21 Estimate	2022/23 Estimate
Non-HRA	0.9%	0.4%	0.5%	0.6%	0.6%
HRA	34.7%	32%	33%	35%	36%

MRP Statement

25.21 The Local Authorities (Capital Finance and Accounting) England)(Amendment) Regulations 2017 place a duty on local authorities to put aside resources to repay debt that has been used to finance capital expenditure in later years. The amount charged to the revenue budget for the repayment of debt is known as the Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Ministry of Housing, Communities and Local Government (MHCLG) Guidance on Minimum Revenue Provision.

25.22 In November 2017, the Department for Communities and Local Government published a consultation on proposed changes to the prudential framework of capital finance, including the statutory guidance on Minimum Revenue Provision. This guidance and the resulting clarification suggested a number of changes to the guidance on MRP. The most important of these are:

- The definition of prudent MRP provision has been updated – it should “cover the gap between the Capital Financing Requirement (CFR) and grant income/capital receipts”.
- Any planned overpayments in MRP must be recorded clearly as a separate section in the MRP Statement. These can then be used to offset charges in future years.
- The guidance is explicit that MRP cannot be a negative charge and can only be zero if there is the CFR is nil or negative, or if the charge is fully reduced by reversing previous overpayments.
- A change in MRP policy cannot create an overpayment; the new policy must be applied to the outstanding CFR going forward only.
- The guidance on asset lives has been updated, making a maximum asset life used in an MRP calculation 40 years, except freehold land where the maximum is 50 years. This applies to any calculation method using asset lives.

25.23 The broad aim of the MHCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits. The Guidance requires the Authority to approve an Annual MRP

Statement each year and recommends a number of options for calculating a prudent amount of MRP, although it does not preclude other prudent methods.

25.24 The four MRP options available are:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

25.25 The MRP Statement must be submitted to Council before the start of the relevant financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Council at that time.

25.26 The following statement incorporates options recommended in the Guidance:

25.27 For capital expenditure incurred before 1st April 2008, MRP will be determined by charging the expenditure over the average useful life of the relevant assets.

25.28 For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over a period which reflects the economic benefit to the council.

25.29 For assets acquired by finance leases or Private Finance Initiative (PFI), MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

25.30 No MRP will be charged in respect of assets held within the Housing Revenue Account

25.31 MRP in respect of leases and Private Finance Initiative schemes brought on Balance Sheet under the International Financial Reporting Standards (IFRS) based Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

APPENDICES

The following are appended to this report

Legal framework governing budget decisions	Appendix 1
Gross and Net budgets by Directorate 2020/21	Appendix 2
Treasury Management Strategy 2020/21 to 2022/23	Appendix 3

The Council Tax regime	Appendix 4
The Council Tax base 2020/21	Appendix 5
Medium Term Financial Forecast	Appendix 6
Proposed Capital Schedules	Appendix 7
Proposed Fees and Charges 2020/21	Appendix 8
Referendum Calculation. 2020/21	Appendix 9
Capital Strategy 2020/21	Appendix 10
Corporate Delivery Plan Update	Appendix 11
Financial Management Code Position Statement	Appendix 12

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Cabinet

24 FEBRUARY 2020

**2020/2021 BUDGET
AND
COUNCIL TAX REPORT**

KEY DECISION NO. FCR Q44

Appendix 1

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2020/21 REVENUE ESTIMATES AND COUNCIL TAX

THE LEGAL FRAMEWORK GOVERNING BUDGET DECISIONS

1. The Council is required to set a Council Tax for 2020/21 before 11 March 2020. It may not be set before all precepts have been issued and the decision cannot be delegated to a committee or to Officers. Before setting the level of the tax the Council must have agreed a balanced budget, differentiated by services, which is sufficient to meet estimated revenue expenditure, levies, contingencies, any deficit estimated to be brought forward from previous years, and any amounts required to be transferred between funds. The tax itself must be sufficient to cover the difference between the agreed budget less government grants, retained Business Rates and other grants credited to the consolidated revenue account, and any other expenditure which must be met from the Collection Fund, less any surplus (or plus any deficit) brought forward from previous years.
2. In reaching decisions on these matters, Members are bound by the general principles of administrative law and must not fetter their discretion. All relevant considerations must be taken into account and disregard irrelevant ones. Any decision made must be one that only a reasonable authority, properly directing itself, could have reached. Members must also balance the interests of service users against those who contribute to the Council's finances. The full resources available to the Council must be deployed to their best advantage and Members must act prudently.
3. Among the relevant considerations, which Members must take into account in reaching their decisions, are the views of business ratepayers and the advice of officers. The duty to consult representatives of non- domestic ratepayers on the Council's expenditure plans which existed under previous legislation is repeated in Section 65 of the Local Government Finance Act 1992.
4. In considering the advice of officers, and the weight to be attached to that

advice, Members must have regard to the personal duties placed upon the Group Director of Finance and Corporate Resources, the Council's Section 151 Officer. The Council may take decisions which are at variance with his advice, providing there are reasonable grounds to do so. However, Members must take into consideration their exposure to a personal risk if they disregard clearly expressed advice, for example, as to the level of provision required for contingencies, bad debts and future liabilities.

5. The Section 151 Officer is required by the Local Government Act 1972 and by the Accounts and Audit Regulations 2003 to ensure that the Council's budgeting, financial management, and accounting practices meet relevant statutory and professional requirements. Furthermore Section 25 of the Local Government Act 2003 requires the Group Director of Finance and Corporate Resources to report on the robustness of the budget estimates and the adequacy of reserves to which Members must have regard.
6. Members must also have regard to, and be aware of the wider duties placed upon the Council by various statutes governing the conduct of its financial affairs. These include the distinction between revenue and capital expenditure, specified within the Local Government and Housing Act 1989. The Local Government Act 2003 requires that the prudential borrowing limits are set by the Council having regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code ("the code"). This sets out a framework for self-regulation of capital spending, in effect allowing Councils to invest in capital projects without any limit, so long as they are affordable, prudent and sustainable. To facilitate this arrangement the code requires the Council to agree and monitor a number of prudential indicators.
7. Section 106 of the Local Government Finance Act 1992 makes it a criminal offence for any Member with arrears of Council Tax which have been outstanding for two months or more to attend any meeting of the Council or one of its committees at which a decision affecting the budget is to be made, unless the Member concerned declares at the outset of the meeting that he or she is in arrears, and will not be voting on the decision for that reason. The Member concerned must then abstain from voting. The application of Section 106 is very wide and there have been successful prosecutions under this legislation. It can include meetings held at any time during the year, not just the annual budget meeting, and it may include meetings of committees or sub-committees as well as Council meetings. Members should be aware that the responsibility for ensuring that they act within the law at all times rest solely with the individual Member concerned.
8. Having set a budget at the beginning of the year, the Council is also under a duty to monitor that budget during the course of the year and to take remedial action if at any time it appears likely that expenditure will exceed available resources. Members are aware of the duty of the Section 151 Officer under Section 114(3) of the Local Government Finance 1988 Act to

report to the Council if it appears that this will happen, and of the impact of Section 115(6) which prohibits any new agreement which would incur expenditure from being entered into following the issuing of such a report and pending its consideration by the Council. The Members of the Council, having received a Section 114 report are obliged to take all reasonable practicable measures to bring the budget back into balance.

9. A Section 114 report is a serious matter which can destabilise an authority and can only be avoided by prudent budgeting and effective budgetary control. This adds emphasis to the need for an adequate contingency provision and a strong corporate commitment to holding chief officers accountable for containing expenditure within cash limits approved during the budget process.
10. It is the duty of the Group Director of Finance and Corporate Resources as the Section 151 Officer to provide the relevant financial information, which is or ought to be available and advise on the financial prudence of options before Members, and Members must take account of such information and advice in reaching their decisions. The Council is however free to take decisions which are at variance with the advice of those officers, providing there are reasonable grounds to do so.
11. The Group Director of Finance and Corporate Resources must consider whether in his view the Council has agreed a balanced budget which is capable of delivery taking all known factors into account. In the event that he considers this not to be the case, then he has a personal duty to indicate this by issuing the Council with a notice under Section 114 Local Government Finance Act 1988.

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Cabinet

24 FEBRUARY 2020

**2020/2021 BUDGET
AND
COUNCIL TAX REPORT**

KEY DECISION NO. FCR Q44

Appendix 2

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APPENDIX 2

Gross & Net Budgets By Directorate 2020 / 21

Directorate	Service / Division	Gross Expenditure £	Income £	Net Expenditure £
Children, Adults and Community Health	Adult Services	107,475,690	(18,419,610)	89,056,080
	Children and Families	61,365,638	(6,098,297)	55,267,341
	Education and Schools	262,946,183	(243,035,771)	19,910,412
	Public Health	33,683,894		33,683,894
		465,471,405	(267,553,678)	197,917,727
Neighbourhoods and Housing	Public Realm	86,647,149	(64,544,248)	22,102,901
	Housing	3,607,325	(2,065,930)	1,541,395
		90,254,474	(66,610,178)	23,644,296
Chief Executive's	Policy, Performance and Delivery	6,821,149	(564,160)	6,256,989
	Electoral Services	725,507	(385,679)	339,828
	Chief Executive's Office	4,528,938	(2,032,303)	2,496,635
	Legal Services	4,328,334	(835,422)	3,492,912
	Communications and Consultation	3,578,833	(2,088,806)	1,490,027
	HR and OD	3,029,039	(1,317,087)	1,711,952
		23,011,800	(7,223,457)	15,788,343
Finance & Corporate Resources	Audit and Anti Fraud	1,619,800	(108,897)	1,510,903
	Procurement	1,328,443	(267,567)	1,060,876
	ICT	13,993,367	(2,731,739)	11,261,628
	Directorate Finance Support (includes Social Care Payments Team)	2,752,281	(62,694)	2,689,587
	Strategic Property Services	11,717,795	(14,957,601)	(3,239,806)
	Financial Management	6,990,243	(668,008)	6,322,235
	BSF	849,237	(682,095)	167,142
	Revenues and Benefits (includes Customer Services, Facilities Management and Registrars)	314,350,101	(296,944,141)	17,405,960
	Housing Needs	45,172,731	(36,635,413)	8,537,318
			398,773,998	(353,058,155)
HRA Recharge		0	(8,000,000)	(8,000,000)
Housing Revenue Account		144,577,000	(144,577,000)	0
General Finance Account		37,812,000	0	37,812,000
Overall Council Budget		1,159,900,677	(847,022,468)	312,878,209

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APPENDIX 2

Gross & Net Budgets By Directorate 2020 / 21

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	Public Health	33,683,894		33,683,894
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		90,254,474	(66,610,178)	23,644,296
Chief Executive's	Policy, Performance and Delivery	6,821,149	(564,160)	6,256,989
	Electoral Services	725,507	(385,679)	339,828
	Chief Executive's Office	4,528,938	(2,032,303)	2,496,635
	Legal Services	4,328,334	(835,422)	3,492,912
	Communications and Consultation	3,578,833	(2,088,806)	1,490,027
	HR and OD	3,029,039	(1,317,087)	1,711,952
		23,011,800	(7,223,457)	15,788,343
Finance & Corporate Resources	Audit and Anti Fraud	1,619,800	(108,897)	1,510,903
	Procurement	1,328,443	(267,567)	1,060,876
	ICT	13,993,367	(2,731,739)	11,261,628
	Directorate Finance Support (includes Social Care Payments Team)	2,752,281	(62,694)	2,689,587
	Strategic Property Services	11,717,795	(14,957,601)	(3,239,806)
	Financial Management	6,990,243	(668,008)	6,322,235
	BSF	849,237	(682,095)	167,142
	Revenues and Benefits (includes Customer Services, Facilities Management and Registrars)	314,350,101	(296,944,141)	17,405,960
	Housing Needs	45,172,731	(36,635,413)	8,537,318
			398,773,998	(353,058,155)
HRA Recharge		0	(8,000,000)	(8,000,000)
Housing Revenue Account		144,577,000	(144,577,000)	0
General Finance Account		37,812,000	0	37,812,000
Overall Council Budget		1,159,900,677	(847,022,468)	312,878,209

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Cabinet

24 FEBRUARY 2020

**2020/2021 BUDGET
AND
COUNCIL TAX REPORT**

KEY DECISION NO. FCR Q44

Appendix 3

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TREASURY MANAGEMENT STRATEGY 2020/21 TO 2022/23

SUMMARY

- 1.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators (PIs) on an annual basis. The TMSS also includes the Annual Investment Strategy (AIS) that is a requirement of the MHCLG's Investment Guidance.

BACKGROUND

- 2.1 The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.
- 2.2 In addition, the Ministry of Housing, Communities and Local Government (MHCLG) issued revised Guidance on Local Authority Investments in March 2010 that requires the Council to approve an investment strategy before the start of each financial year.
- 2.3 This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the MHCLG Guidance.
- 2.4 The purpose of this TMSS is, therefore, to approve:
- Treasury Management Strategy for 2020/21
 - Annual Investment Strategy for 2020/21
- 2.5 The Council invests large sums of money and therefore, potentially, has exposure to certain financial risks concerning the capital sums invested and the effect of changing interest rates. The successful identification, monitoring and control of risk, is therefore central to the Council's treasury management strategy.

3 ECONOMIC BACKGROUND

- 3.1 The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2020/21.
- 3.2 UK Consumer Price Inflation (CPI) for September registered 1.7% year on year, unchanged from the previous month. Core inflation, which excludes the more volatile components, rose to 1.7% from 1.2% in August. The most recent labour market data for the three months to August 2019 showed the unemployment

rate ticked back up to 3.9% while the employment rate was 72.9%, just below recent record-breaking highs. The headline 3-month average annual growth rate for pay was 3.8% in August as wages continue to rise steadily. In real terms, after adjusting for inflation, pay growth increased 1.9%.

- 3.3 GDP growth rose by 0.3% in the third quarter of 2019 from -0.2% in the previous three months with the annual rate falling further below its trend rate to 1.0% from 1.2%. Services and construction added positively to growth, by 0.6% and 0.4% respectively, while production was flat and agriculture recorded a fall of 0.2%. Looking ahead, the Bank of England's Monetary Policy Report (formerly the Quarterly Inflation Report) forecasts economic growth to pick up during 2020 as Brexit-related uncertainties dissipate and provide a boost to business investment helping GDP reach 1.6% in Q4 2020, 1.8% in Q4 2021 and 2.1% in Q4 2022.
- 3.4 The Bank of England maintained Bank Rate at 0.75% in November following a 7-2 vote by the Monetary Policy Committee. Despite keeping rates on hold, MPC members did confirm that if Brexit uncertainty drags on or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections in the Monetary Policy Report suggest the Committee may now be less convinced of the need to increase rates even if there is a Brexit deal.
- 3.5 In the US, the Federal Reserve began easing monetary policy again in 2019 as a pre-emptive strike against slowing global and US economic growth on the back of the ongoing trade war with China. At its last meeting the Fed cut rates to the range of 1.20-1.72% and financial markets expect further loosening of monetary policy in 2020. US GDP growth slowed to 1.9% annualised in Q3 from 2.0% in Q2.

4 INTEREST RATE FORECAST

- 4.1 The Authority's treasury management adviser Arlingclose is forecasting that Bank Rate will remain at 0.75% until the end of 2022. The risks to this forecast are deemed to be significantly weighted to the downside, particularly given the upcoming general election, the need for greater clarity on Brexit and the continuing global economic slowdown. The Bank of England, having previously indicated interest rates may need to rise if a Brexit agreement was reached, stated in its November Monetary Policy Report and its Bank Rate decision (7-2 vote to hold rates) that the MPC now believe this is less likely even in the event of a deal.
- 4.2 Gilt yields have risen but remain at low levels and only some very modest upward movement from current levels are expected based on Arlingclose's interest rate projections. The central case is for 10-year and 20-year gilt yields to rise to around 1.00% and 1.40% respectively over the time horizon, with

broadly balanced risks to both the upside and downside. However, short-term volatility arising from both economic and political events over the period is a near certainty.

- 4.3 A more detailed economic and interest rate forecast provided by Arlingclose is attached at *Appendix A*.

5 CURRENT POSITION AND BALANCE SHEET SUMMARY

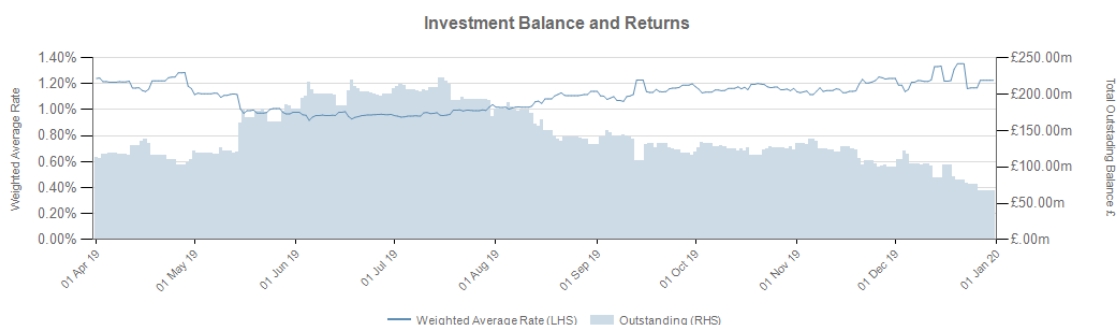
- 5.1 The Council currently (as at 31.12.19) has outstanding external borrowing of £131.1m. Total investments as of the date were £76m.

Table 1: Existing Investment & Debt Portfolio Position as at 31/12/19

	Portfolio outstanding as at 31/12/2019 £'000
External Borrowing:	
Market – Fixed Rate	131.100
Total External Borrowing	131.100
Other Long Term Liabilities:	
PFI	13.000
Finance Leases	0.500
Total Gross External Debt	144.600
Investments:	
Short-term monies - Deposits/ monies on call/MMFs	62,624
Long-term investments	13,500
Total Investments	76,124

- 5.2 The Council's investment balances have fluctuated over the year, initially there was an increase due to capital receipts but this has been followed by a slight downward trend, as these were consumed by working capital requirements and the delivery of the capital programme. Weighted average rate (investment return) has steadily increased, the result of effective treasury and cash management. The movement of cash balances (thick grey block) and yield (thin blue line) throughout the year is represented in the graph below:

Graph 1: Investment balance and return



5.3 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority’s current strategy is to maintain borrowing and investments below their underlying levels, otherwise known as internal borrowing. Forecast changes in these sums are shown in the balance sheet analysis in table 2 below.

Table 2: Balance Sheet Summary and Forecast

	31.3.20 Estimate £m	31.3.21 Estimate £m	31.3.22 Estimate £m	31.3.23 Estimate £m
General Fund CFR	339	304	280	334
HRA CFR	132	179	233	309
Total CFR	471	482	514	644
Less: Other long-term liabilities *	14	13	12	11
Less: External borrowing **	113	110	164	240
Cumulative Maximum External Borrowing Requirement	344	359	338	393
Less: Usable reserves	340	330	320	310
Cumulative Net Borrowing Requirement /(Investments)	4	29	18	83

* finance leases and PFI liabilities that form part of the Authority’s debt

** shows only loans to which the Authority is committed and excludes optional refinancing

5.4 The Authority currently has £131.1m in external borrowing. This is made up of a single £2.4m London Energy Efficiency Fund (LEEF) loan from the European Investment Bank to fund housing regeneration, along with £65m short term to cover liquid cash flow requirements and £63.7m long term used to finance part of the borrowing requirement within the Housing Revenue Account associated with the delivery of the housing capital programme, particularly in respect of regeneration.

- 5.5 Furthermore, the Council has an increasing CFR due to the delivery of its capital programme with many regeneration schemes requiring borrowing upfront ahead of the realisation of capital receipts. It is therefore likely that the Council will need to borrow over the forecast period, depending on the actual level of reserves and other cash balances available.
- 5.6 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 2 shows that the Authority expects to comply with this recommendation during 2020/21.
- 5.7 Table 3 set out the operational boundary and authorised limits for the Authority for the coming years:

Table 3: Operational Boundary and Authorised Limit

	31.3.20 Approved £m	31.3.21 Estimate £m	31.3.22 Estimate £m	31.3.23 Estimate £m
Operational Boundary for External Debt	570	522	552	681
Authorised Limit for External Debt	600	552	582	711

6 BORROWING STRATEGY

- 6.1 The balance sheet forecast in Table 2 shows that the Authority expects to borrow up to £110 million in 2020/21. The Authority may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £552 million in 2020/21.
- 6.2 The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
- 6.3 Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-

term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

- 6.4 By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. Whilst such a strategy is most likely to be beneficial over the next 2-3 years as official interest rates remain low, it is unlikely to be sustained in the medium-term. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. Undertaking regular reviews regarding borrowing options, such as cost of carry and breakeven analysis will help determine whether the Authority borrows additional sums at long-term fixed rates in 2020/21 with a view to keeping future interest costs low, even if this causes additional costs in the short-term.
- 6.2 Alternatively, the Authority may arrange forward starting loans during 2020/21, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.
- 6.6 In addition, the Authority may borrow short-term loans (normally for up to three to six month) to cover liquid cash flow shortages.

The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board and any successor body
- UK local authorities
- any institution approved for investments (see below)
- any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK
- Municipal Bond Agency (subject to relevant Council authorisations being in place)
- UK public and private sector pension funds (except London Borough of Hackney Pension Fund)
- Capital market bond investors
- Special purpose companies created to enable joint local authority bond issues.
- Private Placements and Loan.

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

- 6.7 The Council has currently raised its long-term borrowing from the Public Works Loan Board, but the government increased PWLB rates by 1% in October 2019 making it now a relatively expensive option. The Authority will now look to borrow any long-term loans from other sources including banks, pension funds and local authorities, and if appropriate will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code.
- 6.8 Short-term and variable rate loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators in *point 9.4 below*.

7 INVESTMENT RISK MANAGEMENT

- 7.1 The CIPFA Code requires the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
- 7.2 As a result of the 2008 financial crisis, there has been a major effort by governments and regulators to make legislative and regulatory changes to the banking environment. These changes were undertaken with the aim of preventing the future failures of banks and to move away from taxpayer funded bailouts, as was the case for Lloyds and RBS, and move towards a bail in scenario.
- 7.3 Bail in is whereby a levy on deposits within banks would be made to lower the amount of external bailout needed. It would take place before a bankruptcy with regulators imposing losses on shareholders, bond holders and unsecured deposits.
- 7.4 Bail in was first introduced during the Cypriot financial crisis in March 2013, when the Cypriot government was able to refinance its banks and the EU did not provide the finance to bail the banks out. Subsequently, the Cypriot banks were bailed-in via a levy on all unsecured depositors of more than £100,000.
- 7.5 The Banking Reform Act (2013) delivered significant reform to the UK banking sector and introduced into law the bail in process as a pre-emptive measure to stop failing banks. This means that unsecured depositors, such as Local Authorities, would be subject to a levy on their deposits if that counterparty was bailed in.

7.6 To reduce and manage this risk, it is recommended that the Council continues with its current investment strategy for high diversification and hold some investments in more secured instruments (those instruments excluded from bail in risk) such as Covered Bonds and Tri-party Repos, as well as looking at non-financial counterparties such as corporations. For unsecured deposits, the Council will continue to ensure high diversification amongst the Banks and Building Societies which will help to reduce single exposure to one organisation and increase diversification.

8 INVESTMENT STRATEGY

8.1 The Authority holds varying levels of invested funds at varying lengths of duration. These investments represent income received in advance of expenditure plus balances and reserves held.

8.2 For the 2019/20 financial year the Council had an average investment balance of £76m as of 31.12.19, down from £116m for the same period last year. It is expected that investment levels will continue to decrease in forthcoming years as balances are used to finance the capital programme.

8.3 Given the increasing investment risk as detailed in *section 7*, the Authority aims to further diversify into more secure asset classes during 2020/21. During 2019/20 the Council has made a conscious effort to reduce its exposure to bail-in risk via bank deposits. Consequently, the majority of Council investments are no longer in unsecure bank deposits. Instead the majority of the Authorities surplus cash is currently invested in money market funds, deposits in Local authorities and Housing Associations.

8.4 In the next year the Council will continue to look to increase its exposure to investments exempt from Bail in, such as Tri-party repos. Tri-party repos is a financial transaction in which one party sells an asset to another party with the promise to repurchase the asset at a pre-specified later date. This will help in further diversification of investments for the council.

8.5 The Council's 2019/20 Lending Policy reflects this approach by setting separate limits for secured and unsecured investments. *Appendix B* details the Council's lending policy and limits.

8.6 Investment regulations require the Council to determine what specified and non-specified investments it will use. MHCLG guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,

- a UK local authority, parish council or community council,
or
- a body or investment scheme of “high credit quality”.

- 8.7 The Authority defines “high credit quality” organisations as those having a credit rating of A- (or equivalent) or higher, that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher.
- 8.8 Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in Table 4 below.

Table 4: Non-Specified Investment Limits

	Cash Limit
Total long-term investments	£90m
Total investments without credit ratings or rated below [A-] which includes non-rated banks and building societies	£42m
Total investments in foreign countries rated below [AA+]	£42m

- 8.9 The Council understands that credit ratings are a good predictor of investment default but are rating agencies’ expressed opinions and not a perfect indicator. Therefore, Officers will use other sources of information; including credit default swap ratings and equity prices, to determine the credit quality of an organisation. These are detailed in Appendix B, section 1 of the proposed Lending Policy.
- 8.10 No investments will be made with an organisation if there are doubts about its credit quality even though it may meet the Lending Policy criteria. This means the Lending Policy applied operationally may at times be more restrictive than it formally allows.
- 8.11 When deteriorating financial market conditions affect the creditworthiness of all organisations but these are not generally reflected in credit ratings, then the Council will restrict its investments in those organisations to maintain the required level of security. These restrictions may mean that insufficient commercial organisations of “high credit quality” are available for investment and so any cash surplus will be deposited with the government’s Debt Management Office or with other local authorities. This may result in a reduction

in the level of investment income earned but will protect the principal sums invested.

8.12 The proposed 2020/21 Treasury Management Strategy has considered a full range of risks and Officers will apply the strategy to ensure that security of deposits is the prime consideration. However, in agreeing the proposed strategy, Members should be aware that there is always a risk of default of counterparties other than the Debt Management Office which is guaranteed by the government.

8.13 The Authority uses cash flow forecasting to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a pessimistic basis, with receipts under-estimated and payments over-estimated to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium term financial plan and cash flow forecast.

9 TREASURY MANAGEMENT INDICATORS

9.1 The Authority measures and manages its exposures to treasury management risks using the following indicators.

9.2 **Security:** The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	Target
Portfolio average credit rating	A-

9.3 **Liquidity:** The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling 3 month period, without additional borrowing.

	Target
Target total cash available within 3 months	£30m

9.4 **Interest Rate Exposures:** This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

	2020/21
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£4m
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£0.2m

1% rise in interest rate exposure is calculated based on the forecasted capital financing requirement for the financial year. It is unlikely that the borrowing to that extent will be done on a short term basis but if borrowing takes place on short term basis then the impact of 1% increase is interest rates will be funded from reserves.

1% fall in interest rate exposure is calculated based on the current investment portfolio of the council. In the event of a fall in interest rate investment strategy will be revisited to identify measures to be put in place to nullify the impact on fall in interest rate.

- 9.5 **Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Upper	Lower
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 2 years	100%	0%
2 years and within 10 years	100%	0%
10 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

- 9.6 **Principal Sums Invested for Periods Longer than a year:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

	2020/21	2021/22	2022/23
Limit on principal invested beyond year end	£90m	£90m	£90m

10 OTHER ITEMS

- 10.1 There are a number of additional items that the Authority is obliged by CIPFA or MHCLG to include in its Treasury Management Strategy.
- 10.2 **Policy on Use of Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

- 10.3 The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 10.4 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
- 10.5 **Policy on Apportioning Interest to the HRA:** The Council has adopted a two pooled approach following the self-financing settlement in March 2012. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. Where the HRA needs to borrow from the General Fund to meet its remaining borrowing requirement the General Fund is compensated based on what the Council would have to borrow from the PWLB, with rates based on a best decision from a treasury management perspective and the current interest rate outlook. This will be determined annually following advice from the Council's treasury advisers and the interest transferred between the General Fund and the HRA at the year end.
- 10.6 **Investment Training:** The needs of the Authority's treasury management staff for training in investment management are assessed as part of individual staff appraisal processes, and additionally when the responsibilities of individual members of staff change.
- 10.7 Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA. Relevant staff are also encouraged to study professional qualifications from CIPFA, the Association of Corporate Treasurers and other appropriate organisations.
- 10.8 **Investment Advisers:** The Council has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues. Arlingclose are an independent treasury advisory company providing unbiased financial advice and capital financing expertise for the public sector. They provide advice on investment trends, developments and opportunities consistent with the Council's chosen strategy relating to investments, debt repayment and restructuring, and also for economic information and data interpretation.

- 10.9 Although the Council uses the expertise of an external provider for treasury management advice relating to investing, borrowing and restructuring of the portfolios, the Council remains fully accountable for any decisions made.
- 10.10 Regular communications are received in relation to economic data releases, interest rate forecast and debt structuring opportunities with, sometimes, daily communications in respect of counterparties. Officers also attend training sessions facilitated by Arlingclose relating to Prudential Code, Treasury Management Code of Practice and Accounting.
- 10.11 Meetings are held on a quarterly basis with Officers of the Council, including the Director Financial Management, to discuss treasury management strategies, which may, from time to time, include discussions in regard to enhancement of the service provision if required. Additional ad-hoc meetings are arranged as required if specific issues arise during the course of the year outside of scheduled quarterly meetings.
- 10.12 **Investment of Money Borrowed in Advance of Need:** The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Authority's overall management of its treasury risks.
- 10.13 The total amount borrowed will not exceed the authorised borrowing limit of £552 million in 2020/21. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

11 Other Options Considered

- 11.1 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Group Director of Finance and Corporate Resources believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller

Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A – Arlingclose Economic & Interest Rate Forecast November 2019

Underlying assumptions:

- The global economy is entering a period of slower growth in response to political issues, primarily the trade policy stance of the US. The UK economy has displayed a marked slowdown in growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased.
- Some positivity on the trade negotiations between China and the US has prompted worst case economic scenarios to be pared back. However, information is limited, and upbeat expectations have been wrong before.
- Brexit has been delayed until 31 January 2020. While the General Election has maintained economic and political uncertainty, the opinion polls suggest the Conservative position in parliament may be strengthened, which reduces the chance of Brexit being further frustrated. A key concern is the limited transitional period following a January 2020 exit date, which will maintain and create additional uncertainty over the next few years.
- UK economic growth has stalled despite Q3 2019 GDP of 0.3%. Monthly figures indicate growth waned as the quarter progressed and survey data suggest falling household and business confidence. Both main political parties have promised substantial fiscal easing, which should help support growth.
- While the potential for divergent paths for UK monetary policy remain in the event of the General Election result, the weaker external environment severely limits potential upside movement in Bank Rate, while the slowing UK economy will place pressure on the MPC to loosen monetary policy. Indeed, two MPC members voted for an immediate cut in November 2019.
- Inflation is running below target at 1.7%. While the tight labour market risks medium-term domestically-driven inflationary pressure, slower global growth should reduce the prospect of externally driven pressure, although political turmoil could push up oil prices.
- Central bank actions and geopolitical risks will continue to produce significant volatility in financial markets, including bond markets.

Forecast:

- Although we have maintained our Bank Rate forecast at 0.75% for the foreseeable future, there are substantial risks to this forecast, dependent on General Election outcomes and the evolution of the global economy.
- Arlingclose judges that the risks are weighted to the downside.
- Gilt yields have risen but remain low due to the soft UK and global economic outlooks. US monetary policy and UK government spending will be key influences alongside UK monetary policy.
- We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.

	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.21
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
3-month money market rate														
Upside risk	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.25
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
1yr money market rate														
Upside risk	0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.25	0.30	0.30	0.30	0.30	0.30	0.23
Arlingclose Central Case	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Downside risk	-0.30	-0.50	-0.55	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.60
5yr gilt yield														
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.45	0.45	0.45	0.37
Arlingclose Central Case	0.50	0.50	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.57
Downside risk	-0.35	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.56
10yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	0.75	0.75	0.80	0.80	0.85	0.85	0.90	0.90	0.95	0.95	1.00	1.00	1.00	0.88
Downside risk	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.45
20yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45
50yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 1.80%

PWLB Local Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Appendix B - London Borough of Hackney's Lending Policy

1. Policy for determining which institutions and instruments are included in the lending policy

1.1 The Council will lend to the following types of institutions;

- UK Central Government
- UK Local Authorities
- UK Police and Fire Authorities
- UK Banks and Building Societies
- Corporate Institutions
 - Banks domiciled in other countries or their subsidiaries domiciled in the UK providing the country has a sovereign rating of at least AA+ from each of the three credit rating criteria set out below. If the ratings of a parent bank fall below the minimum criteria, no lending will be undertaken with its subsidiaries even if their ratings continue to meet the minimum criteria
- Supranational Banks
- AAA rated Money Market Funds
- Pooled Funds
- UK registered providers for Social Housing

1.2 The Council will lend using the following types of instruments

- Call and Notice Account
- Fixed Term deposits
- Treasury bills
- Bonds
- Certificate of deposits
- Money Market Funds
- Commercial Papers
- Pooled Funds
- Revolving Credit Facility
- Repurchasing agreements
- Alternatives

1.3 The Council may invest its surplus funds with any of the counterparty detailed in paragraph 1.1, subject to the cash limits (per counterparty) and the time limits shown in *Table 1*.

Table 1: Approved Investment Counterparties and Limits

Credit Rating	Banks Unsecured	The Authority's Bank Account (Lloyds Bank)	Banks Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	n/a	£ Unlimited 20 years	n/a	n/a
AAA	£20 m 2 years	£22m 2 years	£20 m 2 years	£20 m 20 years	£10 m 20 years	£10 m 20 years
AA+	£20 m 2 years	£22m 2 years	£20 m 4 years	£12 m 22 years	£10 m 10 years	£10 m 10 years
AA	£20 m 4 years	£22m 2 years	£20 m 3 years	£12 m 12 years	£10 m 2 years	£10 m 10 years
AA-	£20 m 3 years	£22m 2 years	£20 m 2 years	£10m 10 years	£7.2 m 4 years	£2 m 10 years
A+	£20 m 2 years	£22m 2 years	£12 m 13 months	£10m 2 years	£7.2 m 3 years	£2 m 2 years
A	£12 m 13 months	£20m 2 years	£20 m 2 years	£2 m 2 years	£7.2 m 2 years	£2 m 2 years
A-	£10 m 6 months	£12m 2 years	£10m 13 months	£2m 2 years	£7.2 m 13 months	£2 m 2 years
None	£2 m 6 months	n/a	n/a	n/a	£1m 2 years	£2 m 2 years
Pooled funds	£ 12m per fund but not to exceed 0.2% of the individual fund size.					

- 1.4 As well as the above limitations, no investment will exceed 10% of total investments at the point of the investment being made. This level will be monitored on an ongoing basis.
- 1.5 UK Local governments with no credit rating will be treated in line with the credit rating of the UK central government.
- 1.6 For secured investments, where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits.
- 1.7 Sovereign credit rating criteria will not apply to investments in multilateral development banks (e.g. the European Investment bank and the World Bank) or other subsidiaries.
- 1.8 *Table 1* shows the minimum credit rating for the Fitch agency. When determining whether the Council should lend to a counterparty, it must have at least the minimum credit rating shown above for all of the agencies which

provide a rating. The lowest available credit rating will be used to determine credit quality.

1.9 As well as assessing credit rating as an indicator of risk, the Council will also analyse the following sources of information:

- Credit default Swap
- Equity Prices
- Economic output
- Counterparty's financial Statements and financial ratios
- News

1.10 In order to ensure security of the sums invested and to limit the sums that would be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government organisations) will be £22 million. A group of banks under the same ownership or a group of funds under the same management will be treated as a single organisation for limit purposes. Limits will also be placed on investments in brokers' nominee accounts, foreign countries and industry sectors as set out in *Table 2* below:

Table 2: Investment Limits

	Cash limit
Any single organisation, except the UK Central Government	£22m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£22m per group
Any group of pooled funds under the same management	£20m per manager
Negotiable instruments held in a broker's nominee custodian account	£60m per broker
Foreign countries	£22m per country
Registered Providers	£22m in total
Building Societies	£40m in total
Loans to small businesses	£3m in total
Money Market Funds	£120m in total

Appendix C - Glossary of Terms

Banks Unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks.

These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

Banks Secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 20 years.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Registered Providers: Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain a high likelihood of receiving government support if needed.

Pooled Funds: Shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Money Market Funds that offer same-day liquidity and aim for a constant net asset value will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Appendix D

TREASURY MANAGEMENT POLICY STATEMENT

1. Approved Activities

In accordance with the Council's Constitution and Delegated Powers, the Group Director of Finance and Corporate Resources and Officers authorised by the Group Director, may arrange all investments, borrowing, repayment of debt outstanding and leasing required and permitted by the Local Government Act 2003.

Borrowing must be contained within the limit determined under the Authorised Limit of the Prudential Code and used solely for the purpose of the Council's statutory functions. Treasury management operations will comply with the CIPFA Code of Practice.

2. Treasury Management Policy Objectives

The Council defines its treasury management activities as:

"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

The treasury management activities of the Council will be conducted to achieve the following policy objectives: -

- (a) To ensure that risk to the Council's financial position is minimised by the adoption of sound debt management and investment practices;
- (b) The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.

- (c) The overall average rate of interest on short-term investments to be greater than the average seven-day LIBID rate (source: Bloomberg), whilst having regard to the security of funds and the minimisation of risk;
- (d) To have a policy to repay debt, take opportunities to make premature debt repayments, and restructuring of debt when and where it is advantageous to the Council to do so.

3 Adoption of the CIPFA Code of Practice

The Council has adopted the key recommendations of CIPFA Treasury Management in the Public Services: Code of Practice (the Code), as described in Section 2 of that Code.

Accordingly, this organisation will create and maintain, as the cornerstones for effective treasury management:

- A Treasury Management Policy Statement, stating policies and objectives of its treasury management activities.
- Suitable Treasury Management Practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, prescribing how the Council will manage and control those activities.

The contents of the Policy Statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of the Council. Such amendments will not result in the Council materially deviating from the Code's key recommendations.

- The Council will receive reports on its treasury management policies practices and activities, including, as a minimum, an annual strategy and plan in advance of the year.
- The Council delegates responsibility for the implementation, monitoring of its treasury management policies and practices to Audit Committee, and for the execution and administration of treasury management decisions to the Group Director of Finance and Corporate Resources, who will act in accordance with the policy statement, TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

4 Investment of Cash Balances

Investment of all balances arising from day to day cash flows, capital receipts, minimum revenue provisions and other financial reserves and provisions will be in accordance with Government regulations or guidelines to produce a maximum return having regard to the security of funds and the minimisation of risk.

The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yield earned on investments remain important but are secondary considerations.

The spread of risk will be controlled by reference to the approved criteria and financial limits. Investment liquidity will be structured with regard to cash flow projections maintained under the authority of the Group Director of Finance and Corporate Resources.

5 Investment Names/Financial Limits

Investments are to be made only to those institutions, which meet the approved criteria for lending, and within the current maximum financial limits as approved, by the Cabinet and Council. Where investments in any of these institutions were made at a time where a higher maximum limit applied, the new maximum limit will be applied as existing investments mature.

Between reports to the Cabinet/Council, the Group Director of Finance and Corporate Resources, under delegated powers, is authorised to revise, and further restrict or relax, the investment names/limits to reflect changes in market sentiment, information and credit ratings.

6 Risk Appetite Statement

The Council's objectives in relation to debt and investment is to assist the achievement of the Council's service objectives by obtaining funding and managing the potential debt and investments at a net cost which is as low as possible , consistent with a degree of interest cost stability and a very low risk to sums invested

This means that the Council takes a low risk position but is not totally risk averse. Treasury management staff have the capability to actively manage treasury risk within the scope of the council's treasury management policy and strategy.

7 Legal Issues

Borrowing and investment will be arranged efficiently through a range of brokers practising in the money markets and, in addition, the Director of Finance and Corporate Resources is authorised to deal directly with counterparties where it is advantageous to do so. The requirements of the Bank of England Non-Investment Products Code (NIPS) (November 2011) will be met in all the above arrangements.

8 Use of Bankers

Approved agreements are currently in place with the Lloyds Bank and the RBS/Natwest Bank for the conduct of banking business for the Council and schools respectively.

The Group Director of Finance and Corporate Resources is authorised to negotiate appropriate changes to the mandates which may be needed to cover any exceptional market circumstances to protect the Council's finances.

9 Review

The Group Director of Finance and Corporate Resources will report to the appropriate committee on the Treasury Management performance as follows:

- **TM Outturn Report –**

Frequency - once a year against the TM Strategy and Prudential Indicators approved for the previous financial year, no later than September of the current financial year

To – Cabinet via the OFP (Overall Financial Position) and Audit Committee

- **TM Half-Year Activity and Performance Report –**

Frequency – a report on its treasury activity and performance, it is anticipated to be no later than January of the current financial year

To – Cabinet via OFP and Audit Committee

- **TM Quarterly Activity Report –**

Frequency - report to be submitted on treasury activity for the previous quarter

To – Audit Committee

- **Ad-hoc –**

Additional reports will be submitted to the appropriate committee as required, in order to react to extreme fluctuations in market conditions and/or increased levels of treasury activity

The Group Director of Finance and Corporate Resources will make such arrangements as are necessary for monitoring daily activities in the treasury functions.

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**2020/2021 BUDGET
AND
COUNCIL TAX REPORT**

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Appendix 4

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Appendix 4

THE COUNCIL TAX REGIME

- 1 The Council Tax regime, introduced by the Local Government Finance Act 1992, is primarily a tax on domestic property but the number of residents in a given property is a factor in determining how much a household pays. All domestic properties in the borough have been assigned by the Valuation Office Agency of HMRC to one of eight value bands, with properties in the lowest band (A) being liable for the lowest bills and those in the highest band (H) for the highest. The difference in the proportion of tax paid at each band level is fixed by statute in broadly the following ratios.

Band A 0.7	Band B 0.8	Band C 0.9	Band D 1.0
Band E 1.2	Band F 1.4	Band G 1.7	Band H 2.0

- 2 The Council is required to determine the tax at the Band D level, by reference to the previously agreed tax base which expresses all domestic properties in the borough in terms of Band D equivalents adjusted for estimated losses on collection. The basic tax for each property is then determined by applying the appropriate ratio to the Band D tax figure. However, overlaying this is a complex system of discounts. In addition, there is a hierarchy of persons liable to pay the tax on any property, so that liability is not always easy to determine.
- 3 Properties were valued for Council Tax purposes by reference to their market value on 1st April 1991 and the movement in market values since that date should have no impact on relative valuations and hence on the bills facing individual households. The market values determining the band to which each property has been assigned are as follows:

	Property Band Value (£000)
A	40 or under
B	40 – 52
C	52 – 68
D	68 – 88
E	88 – 120
F	120 – 160
G	160 – 320
H	Over 320

- 4 Bills are discounted by 25% if there is only one adult resident in the property, and between 0% and 100% if the property is unoccupied, or a second home. Local Authorities have discretion to reduce the discounts awarded for long term empty properties and second homes. With effect from 1 April 2012 Hackney decided to withdraw the discount for long term empty properties where any appropriate exemption has expired and reduce the discount to 10% for second homes. Further discretion was allowed from 1 April 2013 and it was agreed at Council on 30 January 2013 that Hackney reduced the discount to 0%. Further changes came into effect from 1 April 2013 giving authorities discretion to charge Council Tax on other empty property types and it was also agreed at Council on 30 January 2013 that Hackney replaced the exemption period of 12 months available to owners of vacant properties which are either uninhabitable or undergoing structural alteration with a discount of 25% for 12 months and replaced the exemption period of 6 months available to owners of vacant, habitable property with a discount of 100% for the first month with the full charge payable after that. A further change agreed by Council was that with effect from 1 April 2013 a premium of 50% in addition to the Council Tax be charged to owners of homes which have been empty for two years or more. From 1 April 2019 further discretion was allowed to increase the premium to 100% and the Council adopted this at the meeting on 21 January 2019; and this was extended by the Government to 200% for properties empty for 5 years, effective from 1 April 2020, which the Council adopted in January 2020. Finally, the Council has introduced a discount for Care Leavers under 25, reducing bills to zero where qualifying conditions have been met.
5. The number of resident adults in a property will in many instances be a notional figure since there are several categories of residents who are disregarded for this purpose. Persons in these categories of disregarded adults include those who are severely mentally impaired, schoolchildren aged 18 or over, apprentices, trainees and student nurses, resident care workers provided by a charitable body, and persons in detention or in long-term residential care. Many low-income families will nevertheless benefit significantly from eligibility for the Council Tax reduction scheme, with reductions of up to 85% of the tax as from 1 April 2020 (the current scheme has reductions of up to 83%). Joint and several liability for the payment of the Council Tax applies to any person falling into the same category in the hierarchy of liability as the liable person to whom the bill is sent. This hierarchy of liability is:
- Resident freeholder
 - Resident leaseholder
 - Resident statutory or secure tenant
 - Resident with a contractual licence to occupy
 - Other resident
 - Owner

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Appendix 5

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2020-21 COUNCIL TAX TAXBASE

APPENDIX 5

	Band	@	A	B	C	D	E	F	G	H	Total
<u>Actual current properties</u>											
1	Dwellings on database 25/11/18	0	7,866	31,741	34,848	23,778	12,170	4,432	1,185	42	116,062
2	Exemptions (minus)	0	1754	1111	607	435	192	104	6	3	4,212
Disabled Reductions of Band:											
3	Add to Lower Bands	3	26	43	63	46	29	2	0	0	212
4	Take from Higher Bands (minus)		3	26	43	63	46	29	2	0	212
5	Line 1-2+3-4 = H	3	6,135	30,647	34,261	23,326	11,961	4,301	1,177	39	111,850
Number in H above Entitled to											
	One 25% Discount SPD	-2	-3,532	-15,383	-11,858	-5,317	-1,826	-504	-149	0	-38,571
	One 25% Discount with disregards	0	-40	-360	-492	-299	-130	-34	-5	0	-1,360
6		-2	-3,572	-15,743	-12,350	-5,616	-1,956	-538	-154	0	-39,931
7	Line 6 x 25%	-0.50	-893.00	-3935.75	-3087.50	-1404.00	-489.00	-134.50	-38.50	0.00	-9982.75
Number in H above Entitled to											
	Two 25% (50%) Discount	0	0	-15	-13	-8	-12	-7	-4	-7	-66
9	Line 8 X 50%	0.00	0.00	-7.50	-6.50	-4.00	-6.00	-3.50	-2.00	-3.50	-33.00
10	No in H above entitled to	0	-1	-8	-12	-6	-11	-3	-4	0	-45
25% discount Uninhabitable / major works											
	25% of above	0.00	-0.25	-2.00	-3.00	-1.50	-2.75	-0.75	-1.00	0.00	-11.25
10a	No in H above entitled to		-70	-137	-195	-122	-89	-25	-14	0	-652
100% reduction for 1 month											
	8.3% of above		-5.81	-11.37	-16.19	-10.13	-7.39	-2.08	-1.16	0.00	-54.12
10b	No in H above charged		37	48	55	50	22	8	2	0	222
Empty homes premium 100%											
	100% of above		37.00	48.00	55.00	50.00	22.00	8.00	2.00	0.00	222.00
10c	No in H above charged		104	81	24	13	8	6	6	1	243
Empty homes premium 200%											
	200% of above		208.00	162.00	48.00	26.00	16.00	12.00	12.00	2.00	486.00
11	No in H above entitled to	0	197	319	287	222	163	46	18	0	1252
0% discount											
	0% of above	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
12	Total Discounts = Q	-0.50	-654.06	-3908.62	-3058.19	-1369.63	-483.14	-132.83	-40.66	-3.50	-9859.12
13	Line 5+ Line 12	0	5,480.94	26,738.38	31,202.82	21,956.37	11,477.86	4,168.18	1,136.34	35.50	101,990.88
<u>Estimated changes likely</u>											
14	* Properties Awaiting Banding	0	0	0	49	0	299	0	0	0	348
15	**New Properties	0	0	0	500	0	0	0	0	0	500
16	Line 14 + Line 15	0	0	0	549	0	299	0	0	0	848
17	Properties to be Deleted		0	-1	-2	-4	-1	-3	-1	0	-12
18	Known Errors in Valuation List		0	0	0	0	0	0	0	0	0
19	Line 17 + Line 18	0	0	-1	-2	-4	-1	-3	-1	0	-12
20	Line 16 + Line 19	0	0	-1	547	-4	298	-3	-1	0	836
21	Assumed Exemptions		0	0	-237	0	0	0	0	0	-237
27	Line 20+21= J	0	0	-1	310	-4	298	-3	-1	0	599
<u>CTRS Discount</u>											
	Ttl Band reduction based on total monetary award	-0.83	-1480	-7587	-6577	-3079	-1711	-613	-63	0	-21111
	Expected in year changes		0	0	0	0	0	0	0	0	0
28	Total CTS Band Equivalent	0	-1480	-7587	-6577	-3079	-1711	-613	-63	0	-21111
	Total CTR Discount = Z	-0.83	-1480.07	-7586.95	-6577.34	-3079.03	-1710.94	-612.93	-62.68	0.00	-21110.78
29	H - Q + J - Z	1.67	4000.87	19150.43	24935.47	18873.35	10064.93	3552.24	1072.65	35.50	81479.10
30	To calculate band equivalents	0.55	0.67	0.78	0.89	1.00	1.22	1.44	1.67	2.00	
31	Band D Equivalent: Lines 29x30	0.92	2667.25	14894.78	22164.86	18873.35	12301.58	5131.01	1787.76	71.00	77891.58
34	Band D equivalent for Taxbase calculation										77,892
35	Band D Equivalent for Taxbase Calculation										77892
											<i>Before allowance for collection rate</i>
36	Band D equivalent for Taxbase calculation after non-collection allowance 4.5% applied										74386

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Appendix 6

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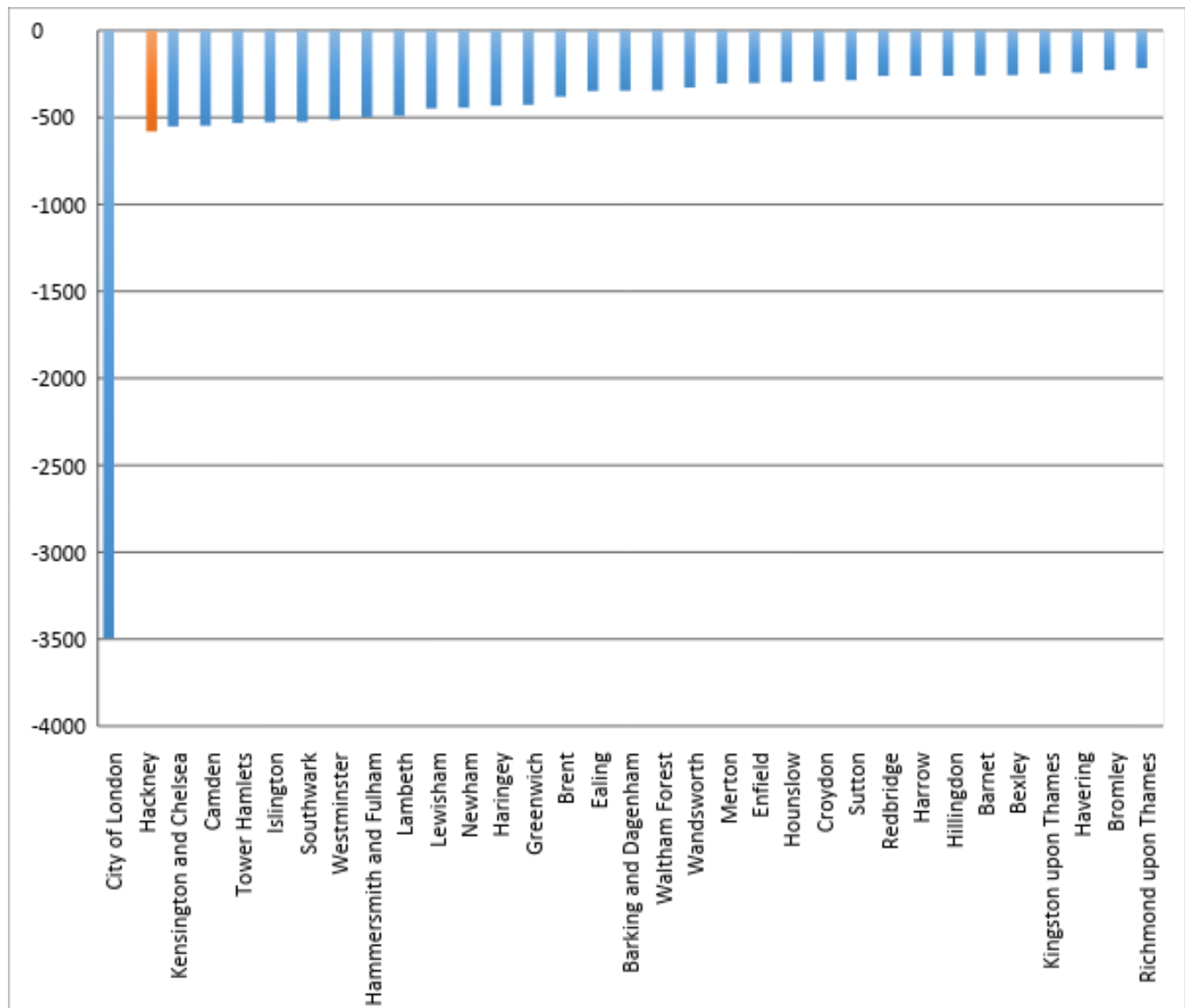
MEDIUM TERM PLANNING FORECAST (MTPF) 2020/21 to 2022/23**1.0 INTRODUCTION**

- 1.1 The MTPF updates the Council's budget strategy for the financial years 2020/21 to 2022/23. It is based on current policies and a review of the service and financial planning horizon, and the resources forecasts contained therein are illustrative external funding levels for 2020/21 to 2022/23 based on: - the 2020/21 Local Government Finance Settlement and the 2019 Spending Review; and estimates of future council tax, business rates and other income. It is the financial framework which will ensure the Council can continue operating on a sustainable and sound financial footing.
- 1.2 The Forecast is primarily concerned with General Fund revenue expenditure and income, but consideration is also given to the Housing Revenue Account and Capital Financing.
- 1.3 This report presents Members with a proposed budget statement for 2020/21 and a three-year indicative budgetary forecast (2021/22 to 2023/24). Potentially unavoidable growth items, such as levies and concessionary fares and sustainability items have been added to arrive at a forecast budget position for each year. It also addresses the potential impact of Fair Funding post 2020/21.
- 1.4 Proposals will need to be developed to manage an expected further reduction in resources and increases in unavoidable costs of at least £19m by 2022/23.
- 1.5 The financial challenge ahead is considerable, particularly given the significant uncertainty regarding future funding levels, and the budgetary and planning is one of a continual process. The report builds upon the continuation of a number of our existing policies that have driven out efficiencies alongside gains from improved income yields from council tax, business rates and commercial property. Specifically, we will continue to focus on Service Transformation, Service Reviews, workforce initiatives, further rationalisation of directorate support services, reducing back office costs, management delayering, procurement savings and spend to save initiatives.
- 1.6 It will also be necessary to build upon the Council's proven record in relation to tight financial management and control with an increased emphasis on financial solutions that increase financial sustainability, get things right first time, drive out value from our asset base and create the conditions for and to harness economic growth, with a real focus on the customer, residents and businesses.

2.0 HACKNEY'S MEDIUM-TERM FINANCIAL FORECAST – HISTORICAL CONTEXT

- 2.1 Hackney’s funding is derived from a number of sources including external funding, business rates, council tax income and various specific grants. In total, this has reduced by £140m over the period 2010-11 to 2019-20, largely as a result of a reduction in revenue support grant.
- 2.2 If though we look at core funding defined as Formula Grant in 2010-11 compared to the Settlement Funding Assessment in 2013-14 to 2019-20, then the loss is greater at £158m (54.3%) in cash terms. This equates to a per capita loss of £580 and to a per household loss of £1,860. The per capita loss is the highest in London (excluding the City) as is shown in chart 1 below.

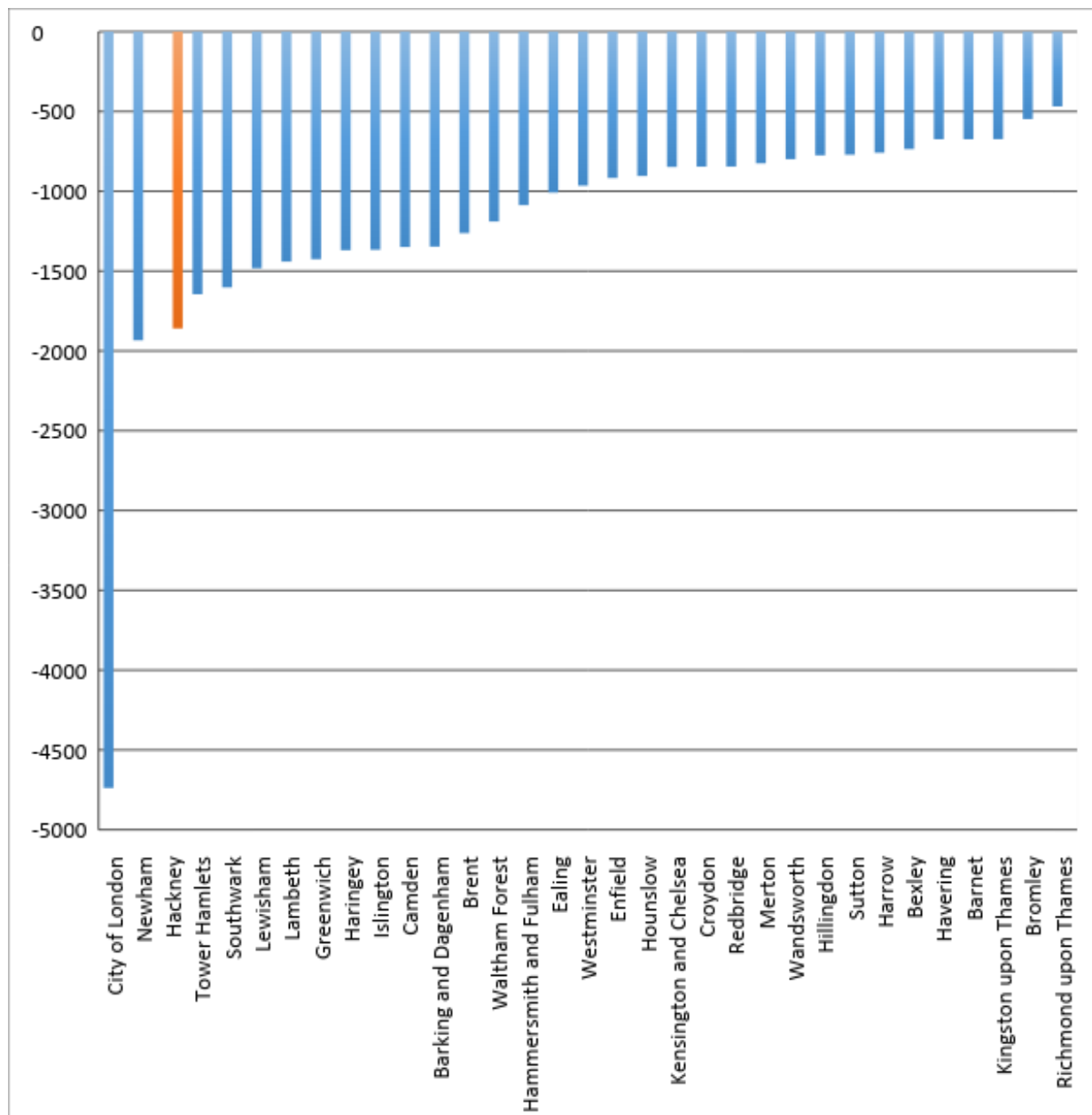
Chart 1: Per Capita Core Funding Loss 2010-11 to 2019-20: London



- 2.3 And the per capita loss is significantly higher than the England average loss.

2.4 Turning to per household losses, Hackney’s loss is the second highest in London (excluding the City). This is shown in Chart 2 below.

Chart 2: Per Household Core Funding Loss 2010-11 to 2019-20: London



2.5 And the per household loss is significantly higher than the England average loss.

2.6 The Council has coped with these funding reductions well to date and has continued to maintain service levels at a high level. However, in addition to the savings that have been needed to meet the funding losses noted above, we need to make a further £19m of savings by 2022/23. The largest contributor to the funding loss is grant reductions followed by growth pressures. Pressures are most significant in Adult Social Care particularly in commissioning, Children’s Services, Special Education Needs (SEN), Homelessness and uncontrollable costs such as levies. It is worth noting that many of

these cost pressures result from changes in Government legislation which have not been accompanied by adequate funding (i.e. SEN, Homelessness and Children's Services – notably people without recourse to public funds.)

- 2.7 Delivering a further £19m savings will not be easy and will require difficult decisions. Our strong financial management and control and investment in early intervention and prevention in many services has put us in a good position and will give us time to identify and develop savings plans that have the lowest possible impact on front line services. The strategy we will adopt to deliver these savings is described in section 3 below.
- 2.8 In 2021/22 and beyond there is considerable uncertainty about our funding from the Government – this is considered in section 4 below. In light of the ongoing financial uncertainty, the development of this Forecast will be an iterative process which will be amended and refined as our future external funding position becomes clearer during 2020-21.

3.0 FINANCIAL STRATEGY UNDERLYING THE MTPF

- 3.1 The financial strategy provides the strategic framework and overarching corporate financial policy document within which the Council's finances are constructed and managed, ensuring sound governance and best practice.
- 3.2 The specific long-term drivers of the financial strategy pertinent to this MTPF are:
- to keep to a minimum any additional call on the council taxpayer through continuous driving of the efficiency agenda;
 - to address the need to develop an income strategy that reduces the Council's reliance on central government grant income. These sources of funding are under threat of gradual erosion, yet Council is currently heavily reliant upon them;
 - to take an evidence-based approach which refers to what has worked previously and, an emphasis on achieving the best outcomes for residents as far as we can.
 - To focus on how best to achieve the outcomes set out in the Corporate Plan 2018-2022: 'Hackney, a Place for Everyone' which is developed from the Mayor and administration's manifesto.
 - to preserve the Council's financial resilience through holding a minimum of £15m in general fund unallocated reserves. This is maintained at the level of previous strategies reflecting the increasing volatility and uncertainty of funding sources and spending pressures - a situation expected to continue for several years and;
 - to continue to prioritise our investment in Hackney and wherever possible, strive to invest in assets to generate annual income streams;
 - to continue to invest in early intervention and prevention;
 - to develop delivery models that manage demand and influence behaviours.
- 3.3 In formulating savings proposals, we will seek to deliver value for money and efficiencies while maintaining the delivery of, or support to, high-quality services; and achieve the best possible outcomes for residents while seeking to reduce our cost base.
- 3.4 Throughout the period covered by this Forecast, we will continue to produce a balanced and sustainable budget where an appropriate level of financial resilience is assured. The

Council will make adequate provision to cover financial risks and ensure key assumptions are 'stress tested' (for public benefit, political acceptability and practical achievability).

4.0 PROSPECTS FOR PUBLIC EXPENDITURE AND FINANCIAL UNCERTAINTIES POST 2019-20

4.1 Autumn Budget

Because of the General Election, there was not an Autumn Budget in 2019. The provisions of the 2018 Budget affecting local government, were considered in the previous version of the Plan but the main provisions are summarized here.

Social Care

£650m for 2019/20 for Adult Social Care and an additional £55m disabled facilities grant in 2018/19, to provide home aids and adaptations for disabled children and adults on low incomes. Of the £650m, £240m is for Adult Social Care and the remaining £410m is for Adults and Children's Social Care. Our share of the total £650m for adult social care is estimated to be c. £3.8m. Councils also received £240m to help fund winter pressures in 2018/19 – our share is £1.4m.

Housing

The immediate removal of the HRA borrowing cap was confirmed (from 29 October 2018) and the government estimates an additional 10,000 homes a year will be built, costing the policy £4.6 billion over 5 years (£1.3 billion a year by 2022-23). In addition, there will be £5.5bn additional funding for the Housing Infrastructure fund to support the building of - according to the Government - of 650,000 new homes.

Education

One off £400m in-year capital payment to schools which averages £10,000 per primary school and £50,000 per secondary. The payment will be made directly to schools

Potholes

Local authorities will receive £420 million to fix potholes on roads and renew bridges and tunnels, and there will be a £150 million to improve local traffic hotspots such as roundabouts. Our allocation is £320,000.

Business Rates

Small retail businesses will see their business rates bills cut by a third for two years from April 2019, saving them £900 million according to the Government. Hackney has 9,965 such properties of which 6,871 currently have an amount to pay. The Budget Red Book has confirmed that local authorities will be fully compensated through S31 Grant.

4.2 Prospects for Local Government Funding – Autumn Budget

There has been no further update on the overall envelope for public spending to 2023-24 since the 2018 Budget. A detailed analysis of the envelope was made in the previous edition of the Plan, but the main points are summarized below.

The Table below shows the aggregate departmental resource budgets 2018-19 to 2023-24.

Source: Budget 2018 (Table 1.7) p.25

Table 1.7: Aggregate departmental resource budgets (Resource DEL excluding depreciation, in £ billion)

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Total Resource DEL excluding depreciation ¹	313.0	327.0	338.4	348.7	359.5	371.6
NHS England ³	114.6	121.8	128.2	134.4	141.1	149.0
Departmental resource spending excluding NHS England	198.4	205.3	210.3	214.3	218.5	222.6
OBR allowance for shortfall ²	-2.2	-1.7	-1.7	-1.7	-1.7	-1.7
OBR resource DEL excluding depreciation forecast	310.8	325.4	336.8	347.0	357.9	369.9

These estimates will be updated in the next Budget and the 2020 Spending Review will determine how the Resource DEL will be divided amongst government departments.

The 2018 Budget envelope implies day-to-day total departmental spending growing at an average of 1.2 per cent a year in real terms from 2019-20 but the bulk of this increase is allocated to the NHS. According to Treasury when changes to the NHS and Defence spending are considered there will at least be a flat line real terms increase for non-protected departments such as Local Government. Yet the OBR has pointed out that if one looks at current spending per head on departments other than health, spending is still falling over the coming years.

This is backed up by the Resolution Foundation which calculated that unprotected departments will still, on average, see cuts in every year from 2020-21 in their per capita real-terms budgets which will be 3 percent lower in 2023 than 2019. Finally, the IFS has stated that there will be a real term freeze on the spending of unprotected departments such as local government but a cut in real terms spend per head.

So, the consensus is that on the basis of the 2018 Budget, there will be a real-terms freeze on the spending of unprotected departments but it must be remembered that in previous Spending Reviews, Local Government has taken a bigger cut than the average unprotected departmental cut and so we should not be surprised if there is a cash cut in spending over the period 2019/20 to 2023/24. Moreover, it looks like more and more funding will be diverted to social care which reduces the amount left for other services. Against this background it is difficult to see how we will have a sustainable long-term

financial settlement going forward covering all services especially given the current underfunding of certain services and ever-increasing cost pressures.

4.3 2019 Spending Review covering 2020/21 Only

4.3.1 The main provisions of the Spending Review

The main provisions that affect local government were as follows:

- The postponement of Fair Funding and the 75 per cent Business Rates Retention scheme until 2021/22
- The “roll forward” of the current core funding spending (including the top-up, IBCF, Winter Pressures and Social Care Support Grant) into 2020/21 (one year only).
- The decision not to roll forward the London 75 per cent Business Rates Retention Pilot into 2020-21.
- An additional £700m Special Education Needs (SEND) funding (only confirmed for one year).
- An additional £1bn social care funding (only confirmed for one year).
- A 1.8% increase in Public Health Grant (only confirmed for one year).
- An Adult Social Care Precept of 2 percent as well as main Council Tax referendum limit of 2 per cent in 2020-21 (only confirmed for one year)
- Schools spending will increase by £7.1bn over the next 3 years. Every secondary school will be allocated a minimum of £5,000 next year per pupil and every primary school will be allocated at least £3,750 per pupil, on track to reach £4,000 by 2021/22. Schools will get an extra £2.6bn next year, £4.8bn the following year and £7.1bn in 2022-23. Please note that these are cumulative figures.

4.3.2 Impact on Hackney 2020/21

In overall terms we will have more resources in 2020/21 than we have budgeted for. However, as noted in the next section below, almost all of this additional funding must be viewed as one-off, applying to 2020/21 only.

In the last forecast prior to the SR, we assumed a grant loss of £12m for the introduction of Fair Funding. However, as this is now not going to happen, potentially this could result in £12m income over and above what we have previously forecast for 2020/21. However, the decision by the Government not to roll forward the 75% London Business Rates retention pilot scheme and the reversion back to the 2017/18 scheme will reduce this gain. This is because our share of business rates will fall from 48% currently to 30% in 2020/21 and whilst we will get Revenue Support Grant (RSG) to compensate for this, it is unlikely to fully compensate. These two changes and how they impact available resources illustrate just how sensitive Hackney’s budget position is to changes the Government can make, and why it remains vital that we remain prudent in this and future budgets.

The impact of the rolling forward of the 2020/21 core spending grants is as follows:

- Improved Better Care Fund (IBCF) – in the forecast, we assumed that would receive an average of the last three years awards, but the SR implies that we will get the 2019/20 allocation which is £1m higher.
- Winter Pressures and Social Care Support Grant – no direct impact on the budget forecast as these one-off grants are assumed to be transferred directly to the service and will be used to offset growing service pressures.
- We have received more New Homes Bonus Grant than expected but this is a one-off gain only as is discussed below.

The Council Tax income estimates included in MHCLG's revised core spending are consistent with our forecast as we have assumed a 4% rate increase and a 2% increase in the tax base. On SEND, although the funding will be paid to the Council, we await clarity on the allocation methodology and our allocation. And importantly, the increase is not confirmed beyond 2020/21.

With regards to the £1bn additional social care funding, this will have no direct impact on the budget forecast and gap as this grant is assumed one-off and will be transferred directly to the service to mitigate service pressures in 2020/21 and to reduce the need to utilise corporate resources. The treatment of this as one-off monies reflects the fact that no commitment has been given that the grant will continue beyond 2021/22

On the assumption that the allocation methodology does not change, the 1.8% increase in the Public Health Grant will reverse the cut we have assumed in 2020/21 but there is no guarantee that future years' grant allocations will be increased or even maintained at the 2020/21 level.

As for schools, all will get an increase at least in line with inflation. However, the extra funding announced will be weighted towards schools who the government say are underfunded (referred to as levelling up). Hackney is currently one of the highest per pupil funded local councils, so our schools are not expected to benefit from this part of the funding. Schools will though gain from the expected inflationary increases over the next three years.

4.3.3 Impact on Hackney 2021/22 and beyond

The 2019 SR will have a very limited impact on our underlying budget and budget gap in 2021/22 and beyond. The gain we have made from the delay in implementing Fair Funding is temporary as the new system will be introduced in 2021/22 so that the £12m loss we had assumed for 2020/21 will be rolled forward into 2021/22 and the £5m loss assumed for 2021/22 will be rolled forward into 2022/23. The same applies to the net loss of income arising from the failure to roll forward the London 75% BBR scheme as this will be re-introduced in 2021/22. So, the overall effect of both Fair Funding and BRR on the three-year budget gap is nil.

Turning to the additional social care grant and the winter pressures and social care support grants, there is no guarantee that they will be rolled forward into 2021/22 and it is prudent at this stage to assume that they are one-off. It is of course hoped that before long a sustainable solution to social care funding will be found and implemented. On a related matter, the ASC precept has only been confirmed for 2020/21.

With regards to Public Health Grant, the Government has only confirmed that the 1.8% increase will apply in 2020/21, and we could be back to cuts in the 3-year SR next year. This contradiction – 3 years of cuts then a one-year increase makes it difficult to predict future years but what really complicates things is that the Government was considering transferring the grant into the BRR system, whereby we would get no grant but a higher compensatory share of business rates. At this stage, it is not possible to predict the impact on our funding. In framing our estimated public health grant income, we have been very prudent and gone back to past practice and assumed that the 2019/20 grant is rolled forward into 2020/21 then reduced by £0.8m per annum in the following three years. It should be noted that there are currently concerns that this one-off funding increase could be offset, at least partly, by additional costs from new burdens being transferred to local government.

Turning to the New Homes Bonus Grant, previously Ministers and officials were adamant that the current system would be replaced by a new scheme with a greatly reduced control total and probably a different allocation method. I expect this to happen in 2021/22 as the Government will be consulting on a new system of allocation later in 2020. New Homes Bonus is not a top priority as evidenced by the fact that its total has been reduced in previous years to pay for other grants. Further, its continuation in 2020/21 broadly unchanged may be on grounds of political expediency as the grant is an important source of revenue to a number of shire districts. We have therefore retained an assumption of an annual grant of £2m in 2021/22 to 2023/24 which we don't believe is over prudent.

In summary, the funding gains from the delay in Fair Funding in 2020/21 have not been included in the calculation of the three year budget gap post 2020/21 I also believe we should stick with our assumption made about New Homes Bonus in 2021/22 and beyond (which is significantly lower than the 2020/21 provisional allocation) and be very prudent about the public health grant estimate. Effectively, I do not believe that the provisions of the 2019 SR have any significant impact on our three-year budget gap instead they push out the challenges we all are aware of. Until we have great certainty on the key variables we need to continue to plan and build upon our strong track record of sound financial management.

4.4 Provisional Local Government Finance Settlement 2020/21

4.4.1 The Provisional Local Government Finance Settlement was published on 20th December 2019. It sets out many of the funding allocations that local authorities will be awarded next year. There have been no substantive changes from the proposals set out in the 2019 Spending Review as noted above. The main headlines in a national and Hackney context are listed below.

(a) Spending Power has increased by 6.3% nationally over 2019/20 and by 6.5% in London. Hackney's increase is £15.3m or 6.0%. This is shown in the table below.

Core Spending Power Elements	2019-20	2020-21	Change
	£ millions	£ millions	£ millions
Settlement Funding Assessment	144.050	146.397	2.347
Compensation for under-indexing the business rates multiplier	3.560	4.450	0.890
Council Tax of which;	82.299	88.353	6.054
Council Tax Requirement excluding parish precepts (including base and levels growth)	76.107	80.135	4.027
additional revenue from referendum principle for social care	6.191	8.218	2.027
Improved Better Care Fund	14.743	16.148	1.405
New Homes Bonus	8.395	7.551	-0.844
Winter Pressures Grant (rolled into IBCF)	1.405	0.000	-1.405
Social Care Support Grant (Rolled into Social Care Grant)	2.400	0.000	-2.400
Social Care Grant	0.000	9.288	9.288
Core Spending Power	256.85142	272.18629	15.335

- Note: - Social Care Support Grant has been rolled into a new Social Care Grant, which has been increased by £1bn, and the Winter Pressures Grant has been rolled into the Improved Better Care Fund (iBCF). This explains the negative values of these two funding streams.

(b) The increase Spending Power relates primarily to an assumed council tax increase and to an increase in external funding which applies to 2020/21 only and is not sustainable new money. The increase in the Settlement Funding Assessment element reflects an assumed increase in business rates and a one-off increase in core funding but the forthcoming Fair Funding Review will almost certainly result in a loss of sustainable funding which is greater and possibly significantly greater than this one-off increase in funding in 2021/22 and beyond. So the analysis above paints a far rosier picture than the true underlying funding position going forward and moreover, there is no real improvement in 2020/21 over 2019/20 as much of the funding is one-off and cannot be used to fund services on an on-going basis. Of the £15m increase, £6m has been absorbed on a one-off basis by Social Care, £6m is in respect of additional Council tax income already built into the Budget and £0.75m is in respect of additional business rates income which is also built into the Budget. The remainder is one-off core funding and will be used to assist in mitigation of on-going budget pressures.

There are two components of the SFA – Business Rates Retention (assumed business rates income plus the top up grant) and Revenue Support Grant (RSG).

(c) With regards to the Business Rates Retention element, the Government has not altered the existing mechanism for determining tariff and top-up payments, meaning they will be uprated in line with the change in the small business non-domestic rating multiplier (1.63%). RSG will also be uprated in line with the change in the small business non-domestic rating multiplier, following strong support for this proposal in the technical consultation. Finally, the Government will eliminate negative RSG again in 2020-21.

(d) £6m or 40% of the increase in Spending Power relates to an assumed 4% increase in council tax.

(e) The increase in social care funding of £5.5m is not guaranteed beyond 2020/21 and in any case will be directly allocated to the service and will not count toward our budget gap.

(f) In the above analysis of the 2019 SR, we concluded that very little of the additional external funding announced is sustainable. This is confirmed by the Settlement and in particular by the Spending Power analysis.

(g) The provisional settlement confirms the intention for the main council tax referendum threshold to reduce to from 2.99% in 2019-20 to 1.99% in 2020-21, as proposed in the October technical consultation. The flexibility to raise the Social Care Precept will remain at 2% for 2020-21 for relevant authorities.

(h) As noted in the table above, the funding previously for Winter Pressures in 2019-20 has been rolled into the Improved Better Care Fund, with the quantum of funding for both remaining at the same level as 2019-20. Hackney's allocation is unchanged.

(i) The Social Care Support Grant of £410m in 2019-20, has been rolled into the new Social Care Grant, which has been renamed as the Social Care Grant. This will be increased by £1 billion in 2020-21 to £1.41bn and distributed according to Adult Social Services RNF. No account is taken of the Children's Social Services RNF in the allocation. The allocations of the grant are broadly in line with the indicative figures first published as part of the technical consultation on the Settlement. Our share is £9.3m

(j) 2020-21 New Homes Bonus payments will not attract legacy payments in following years, so they will be paid for one year. Prior year's legacy payments (2018/19 and 2019/20) will be available for distribution in 2021/22. Also, the Government has confirmed it will retain the 0.4 per cent baseline which means local authorities will need to achieve tax base growth of greater than 0.4 per cent before they receive any NHB funding. The Government doubts if the current grant methodology meets the original aims of the grant and so it will be consulting on a new housing incentive in the Spring. It is not clear whether individual authority legacy payments noted above will continue to be paid out or whether they will be summed and allocated out by the new housing incentive funding.

(k) As a result of previous decisions to cap business rates increases by past governments compensation is paid to Councils. The amount will increase nationally from

£400.0m in 2019/20 to £500.0m in 2020-21. This is a continuation of past practice and just makes up for the losses we suffer on collection

(l) The Former Independent Living Fund (ILF) recipient grant funds pre-existing ILF arrangements following the closure of the ILF in 2015. This was intended to finish in 2019-20 but the Government has now decided to continue the grant for a further year at 2019-20 levels of £160.6m.

(m) The Public Health Grant was transferred to Local Authorities in 2013 and has seen a 10% cut over the last four years. The government has announced that there would be a “real terms increase” in 2020-21 but the allocations have not yet been published. It is presumed that this increase will apply to individual grant entitlements and that there will be no change in the allocation methodology.

(n) The settlement provides no update on the progress of either the move to further business rates retention or the Review of Relative Needs and the Fair Funding Review.

(o) In October, the Government set out provisional allocations for schools and local authorities under the National Funding Formula and confirmed those allocations for local authorities, based on the latest pupil numbers, on 19 December 2019. This covers funding for schools, high needs and early years

4.4.2 The Final Settlement was published on 6th February but there were no changes to the funding allocations set out in the Provisional Settlement.

4.5 Financial Uncertainties Facing the Council

These are summarised below.

(a) Spending Review

There is clearly uncertainty concerning the Government’s spending plans for the period 2021/22 to 2023/24. These will be published in the 2020 Spending Review. This covers the total amount of local government spending as well as grant allocations to local government from other departments. Turning to the former, it is unlikely that there will be the same magnitude of cuts as set out in the last three Spending Reviews but there still could be some cuts, especially given the funding award to the NHS.

With regards to grants, the key ones here are: (i) the Improved Better Care Fund (IBCF) – we have assumed in the forecast that it will continue at an annual average of the total funding for IBCF that was received over the period 2017/18 to 2019/20 (£11.6m) in future years; and (ii) Public Health Grant - we have assumed that the grant will continue but with a £0.8m reduction in each year from 2020/21 onwards which is in line with the reductions prior to 2020/21

Clearly, there are risks here in terms of reduced local government funding and reduced IBCF and Public Health Grant allocations and what compounds this is that we will not know until the second half of 2020 and possibly not until the autumn what the Government’s plans are. However, the MTFP considers a risk allowance for this, but we still may have to revise this depending on what is announced in the Spending Review and the 2021/22 Settlement.

(b) Fair Funding Review

A new system of local government funding will be introduced when the Government completes its Fair Funding Review and associated transition arrangements to protect authorities that lose from the Review. The Review is planned to be completed in the Summer of 2020 and introduced in 2021/22, and it holds significant risks for the Council.

The Review involves the production of a new formula driven assessment of local authorities' needs and an assessment of resources. The same formula will apply to all authorities. A comparison will then be made between the two constructs and if an authority's needs exceeds its resources it will receive a payment equal to the difference (currently called a top-up); but if its resources exceed its needs then it will then make a payment equal to the difference into a pool (central or local) which will be re-distributed to top-up authorities (the payment is currently called the tariff). Hackney will receive a top up under the new system. For Hackney, there are 3 main factors which drive our Needs Assessment: - Deprivation, Area Costs and Population.

With regards to deprivation, most of the deprivation factors used in the current needs assessment date back to 2011 (Census) and to 2012. Since then Hackney has become less relatively deprived according to measures such as the Index of Multiple Deprivation (IMD) and Free School Meals and so it is very likely we will lose out from the review of the factors. The replacement of some of the factors will be necessary given the introduction of Universal Credit. Provisional analysis carried out by the LGA on proposals by MHCLG for the Adult Social Care relative needs assessment, which are likely to have involved changes to the current deprivation factors do result in an indicative funding loss of c. £2m to the Council.

The Area Cost (ACA) is an adjustment factor which compensates authorities that face higher salaries and wages costs and business rates costs, through increased funding. The current calculation methodology is extremely beneficial to us, but it is being reviewed by a separate technical group as part of the review and as almost every proposed change in recent years has reduced the funding Hackney gets from this factor, we are less than enthusiastic about the outcome of the group's work. We are aware that there are proposals to include travel times and a remoteness as new adjustments within the area cost adjustment (ACA) on the basis that the evidence offered which is scant to say the least. All else being equal this will reduce our ACA derived allocation and the proposed calculation of factors on an individual authority basis will definitely disadvantage us. It is worth pointing out that this proposal ignores the rather obvious fact that London boroughs operate in an employment market that extends well beyond their own borders.

Whilst we could potentially lose from any changes to the deprivation factors and the ACA, the proposed treatment of Population is one element that may benefit us as CLG are now proposing to use projections rather than a static count.

With regards to transitional arrangements, prior to 2011/12, a safety net was applied which unwound the losses from changes to the needs assessments over a long timescale. However, in 2011/12, most authorities, including Hackney's losses were unwound in just two years (the year of introduction and the following year). It follows that if it looks likely that we will lose from changes to the needs assessments, the final outcome will depend on the tightness of the safety nets employed.

In a consultation document released just before Christmas, the Government is proposing to allocate out the Environment Needs Assessment (c. 30% of the overall assessment) simply based on population and the ACA. This will disadvantage high need councils such as Hackney and other urban areas, particularly the inner-city ones, that benefit from the application of the additional cost factors. Given that the proposed per capita distribution will result in less accurate needs assessments than the current assessments, it looks likely that this proposal is politically motivated to move money away from urban areas to the shires. How can the Government legitimately propose a way of allocating funding that assumes that the need to spend on Environmental services, such as waste collection, street cleaning, homelessness, public transport and libraries for example, depends on population only and that factors such as poverty, density, housing occupancy type and deprivation play no part.

It is interesting that in its technical consultation on relative need, published in December 2017, the Government set out a proposal to include deprivation as a common cost driver within the foundation formula to reflect “the fact that deprived individuals, and particularly income deprived individuals, are more likely to access certain services than more prosperous individuals, leading to higher costs”. There was broad consensus among respondents on the need to take deprivation into account (86% agreed). It is, therefore, very disappointing that the Government has chosen to disregard the overwhelming weight of opinion in favour of its inclusion in this proposal.

The Government is also proposing to inject significantly more resources into rural areas to be paid for by non-rural areas on the basis of scant empirical evidence. It is even considering introducing a measure of rurality into the ACA. Again, this looks a politically motivated move and it looks increasingly likely that the Fair Funding review, on the basis of the Christmas consultation, is becoming a vehicle for reallocating money away from the inner-city urban areas to shire area councils. This will impact negatively on our funding allocation.

There is also a consultation paper on resources and there are two issues here which are of concern. Firstly, CLG will be using NNDR 3 (2018/19) to determine our share of the resources assessment (which is taken off the needs assessment to get the top-up) which means the Principal Place Rateable value will be picked up; and secondly, the CLG are proposing to include car parking income in the calculation of the resources element which may disadvantage us further.

We have allowed a funding loss of £17m in 2020/21 and 2021/22 in respect of these uncertainties in the MTFF but if the losses are any greater, this will adversely impact on the forecast.

5.0 HACKNEY’S MEDIUM-TERM FUNDING POSITION 2019/20 to 2023/24

5.1 The Medium-Term Financial Forecast shown below must be viewed as indicative at this stage in light of the funding uncertainties also discussed above.

5.2 In framing the forecasts, the following assumptions are made: -

- (a) Council Tax Increase 4% per annum
- (b) Taxbase Increase is 1,350 additional band D properties each year.

- (c) A £4.5m increase in business rates income in each year is assumed In 2021/22 and beyond, LBH's share is 48% in each of these years but in 2020/21, our share is 30%.
- (d) Core Funding has assumed to fall by 10% or £17m over the period, primarily as a result of Fair Funding. The loss is assumed to fall in 2021/22 (£12m) and 2022/23 (£5m). If the loss is 15% rather than 10%, this would add £8.5m to the budget gap and if the loss is 20% rather than the assumed 10%, the budget gap would increase by £17m.
- (e) IBCF is assumed to be equal in all years to the average grant we received over the period 2017/18 to 2019/20 - £11.6m but £1m more is assumed in 2020/21 in line with the Settlement
- (f) New Homes Bonus is assumed to be equal to £2m in all years except in 2020/21 where it is assumed to be £5m in line with the SR
- (g) The pay award is assumed to be 2% per annum. It should be noted that the current claim lodged nationally by unions is for 10%, although we believe that most authorities are continuing to take a budgetary forecast position of 2% per annum.
- (h) Public Health Grant is assumed to fall by £0.8m in each year after 2020/21.
- (i) We continue to pay NLWA and Concessionary Fares levies.

5.3 The table below presents an indicative budgetary forecast

2019/20 – 2023/24 INDICATIVE BUDGETARY FORECAST

ESTIMATED RESOURCES	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
Core Funding					
Revenue Support Grant	0.000	35.361	0.000	0.000	0.000
Top-Up Grant	83.421	72.526	71.221	66.221	66.221
Business Rates	75.309	44.040	76.106	80.557	85.120
Total Core Funding	158.730	151.927	147.327	146.778	151.341
Council Tax Income	82.299	87.746	92.923	98.362	104.089
Public Health Grant	32.320	33.240	32.440	31.640	30.840
One off S31 grants	15.087	8.618	3.874	3.874	3.874
One-off Ctax & Collection Fund surplus (p/year)	2.543	3.118	0.000	0.000	0.000

New Homes Bonus	8.395	7.551	2.000	2.000	2.000
Better care Fund/Improved Better Care Fund	20.453	20.453	19.300	19.300	19.300
Other Funding	0.225	0.225	0.225	0.225	0.225
TOTAL RESOURCES	320.052	312.878	298.089	302.179	311.669
ESTIMATED SPENDING	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
Cash Limits after Savings & Growth	271.522	267.878	268.523	270.926	273.626
Capital Charges, Depreciation & Superann	17.608	18.108	19.608	19.608	19.608
RCCO, Levies & Pay Award	12.200	16.580	22.530	28.980	35.430
Corporate Items including one-off S31 Grant	18.722	10.312	0.571	1.371	2.171
TOTAL SPENDING	320.052	312.878	311.232	320.885	330.835
BUDGET GAP	0.000	0.000	13.143	18.706	19.167

The above analysis demonstrates that after taking account of council tax income, there is likely to be a budget gap of £19.2m over the period 2019-20 to 2022-23. However, because of the financial uncertainties, this must be viewed as indicative only although there should be more certainty by the end of 2020-21 when the 2021-22 Local Government Finance Settlement is published. Because of this considerable uncertainty about our funding from the Government, robust financial planning is extremely difficult. As we have seen, the Government was supposed to publish the 2019 Spending Review in the Autumn of 2019 later this year giving details of its spending plans for the next 3 to 5 years which has now been delayed into 2020/21. Further, the Fair Funding Review, which holds significant financial risks for the Council has also been delayed until the 2021/22 Settlement. We have allowed for an indicative funding loss of £17m in our Top-Up Grant from the Fair Funding Review though a reduced needs assessment. In addition, there are also risks to the IBCF, New Homes Bonus and Troubled Families Grants depending on the outcome of the Spending Review. It is likely that we will not get any indication of our funding position until the end of the summer in 2020, when the 2021/22 Technical Settlement Consultation is published

5.4 Included in the forecast, is an allowance of £21.5m for cost pressures over the period 2020/21 to 2022/23. £14m has been applied to cash limits in 2020/21 and 2021/22, leaving £7.5m for the remaining 3 years. These cost pressures are significant and are listed below.

- a) Adult Social Care spending, arising from increased demand for complex packages of care across client groups but particularly in Learning Disabilities. There has also been an increase in people being discharged from hospital with intensive support packages. These pressures will be partially offset by the proposed 2% rise in Council Tax to directly contribute to adult social care and additional one-off funding for social care announced by the Government for

2020/21, however this additional revenue is significantly below the additional cost pressures forecast.

- (b) Concessionary Fares and the NLWA levy. These are expected to continue to rise in future years and are broadly outside of the control of the Council.
- (c) The Welfare Reforms which have led to an increase in homeless applicants which has increased costs and may impact on care costs and revenues.
- (d) Increases in the London Living Wage which is now paid to all council staff and to all/nearly all contractors.
- (e) Looked After Children where there is a continuing financial pressure in the looked after children's service resulting from increases in the number of children and young people that have come into care since 2011/12, the increase in residential placements and the shortage of in-house foster carers. Although the position has stabilised on children and young people coming into care, there are ongoing pressures in fostering and residential placements that need to be monitored and addressed. Some of the additional social care funding announced can be spent on Children's Social Care, however, this falls a long way short of meeting the cost pressure.
- (f) No Recourse to Public Funds where the Council supports vulnerable families who through their immigration status have no access to the benefit system in this country, and due to restrictions on their ability to work, require financial assistance to pay for accommodation and subsistence. This is a pressure we have in common with many of our London neighbours and which is exacerbated by delays in the determinations made by the Home Office.
- (g) Funding manifesto commitments. Additional resources required for delivering manifesto commitments has been modelled and built into the Council's financial planning in line with the expected delivery of individual commitments.
- (h) The costs arising from the legal requirement to include an average of regular additional hours, overtime, standby and callout in employee's holiday pay.
- (i) Increases cost of cleansing services which reflect the increasing number of households across the borough – there has been a 9% increase since 2013/14 and predictions are that household numbers will continue to grow by 1.7% per year.
- (j) Special education needs due to the significant increase in young people with Education and Health Care Plans. A cost which is meant to be met by the High Needs Block of the Dedicated Schools Grant (DSG); a funding source which has seen minimal growth despite the increase in demand. This has led the Council to directly top up the resources available from reserves in the past, although the ability to do so in future is limited given resource constraints and recent guidance from DfE regarding the use of GF resources to finance DSG overspends.
- (k) Increased costs arising from the annual pay awards.

6.0 Closing the Budget Gap

6.1 Before looking at the savings and income generation activities which have been and are being developed, we will first consider initiatives that have been taken to date.

6.2 Savings Initiatives in Prior Years

6.2.1 Over the period 2010-11 to 2019-20, Hackney lost £140m funding broadly defined as external funding, business rates, council tax income and various specific grants.

6.2.2 The Council has coped with these funding reductions well to date and has continued to maintain service at a high level. Turning to the expenditure reductions that have been achieved over the period 2010/11 to 2019/20, emphasis has been placed on initiatives that have minimized the impact on front line services and improved internal efficiency. A key feature here has been the rationalization of back office functions across all services. In addition, we have focused attention on management de-layering and service transformation and reviews which sought to improve value for money whilst maintaining or improving service levels. We also took measures to rationalise the corporate estate to increase income, to insource services to improve value for money, and to improve income collection. We have also undertaken reviews of financing items such as capital charges to reduce expenditure.

6.2.3 Many of these savings were undertaken in the earlier years of the period when the funding cuts were at their highest level (2010/11 to 2016/17). The major savings and income generation initiatives that have been undertaken are shown in the table below and include:

- (a) Management de-layering throughout the organisation – Two major reviews of the management structure were undertaken in 2010/11 and 2015/16 and various service management restructures have been undertaken in addition to this over the period 2010/11 to 2018/19. Our bill has reduced from £18.4m to £9.7m as a result of these initiatives.

We also had three voluntary redundancy schemes in 2010/11 and 2015/16 and most recently in the current financial year, which applied to all staff not just management, which also generated further additional savings.

- (b) Service Transformation and Review. This initiative has comprised numerous schemes which have sought to improve efficiency, costs and effectiveness in both the short and long term.

- Within Finance and Corporate Resources there has been significant service transformation and reconfiguration in both support and front-line services over the period 2010/11 to 2019/20. £9m has been saved from on-going reviews of Financial Management, Systems Teams, Audit, Directorate Finance Support Teams, Property Services and Procurement. In addition, a further £1m was saved from the insourcing of many ICT functions.

- In Revenues and Benefits, on-going reviews of council tax and housing benefit administration and improved collection has saved £6.5m, while the rationalisation of the contact centre, business support, facilities management and front of house has saved a further £2m
- Further savings in support services have been made in the Chief Executive directorate including Legal and HR of £4.5m
- There has been extensive service transformation, reconfiguration and efficiency savings in Children's Services including 1CYPS, various children's social care restructures, business administration reviews, management delayering, and HLT efficiencies, which generated £13.5m of savings
- There has also been extensive service transformation and reconfiguration in Adult Social Care, including Supporting Care Programmes, redesign of community based preventative services and day care services, supporting independence programme, integrated services and fairer charging, which have saved £14.5m. Additionally the transformation of the Helping Vulnerable People function (formerly Supporting People) has saved £7m
- Public Health has contributed to the agenda through significant programmes of re-commissioning which have sought improved value for money whilst maintaining or improving service levels. The reduction in spend is £6.2m
- In Public Realm, significant efficiency savings have been made through the increasing use of technology such as parking customer journey; service integration including integrated cleansing; service transformation including co-mingled recycling; contract re-negotiations including the Leisure Management Partnership contract; and service restructures. In total the savings delivered by Public Realm services has been £16.1m.

- (c) Corporate Savings. Significant corporate savings have been made by reviews of capital charges, employer pension contributions and other financial items which has saved £15m.
- (d) Renegotiation of Contracts has saved significant sums. The renegotiation of the External Audit Contract, CCG Partnership contract and Insurance contracts has saved £3.25m
- (e) Increased Income. Rationalisation of the Corporate Estate has achieved reduced rental and business rates payments (such as the Keltan House purchase and subsequent lease in order to avoid ongoing costs and to raise £1m pa rental income) and increased rental income (Principal Place). There has also been a significant increase in parking income resulting from increasing technology, increased business and improved collection. It is estimated that at least £13m additional income has been raised from these two sources.

6.2.4 Because a significant amount of human and non-human resources have been removed from support and back office functions in the past, there is a very limited capacity for further savings in these areas, and it must also be recognised that support and back office functions in any case, account for a relatively small proportion of total spend. In 2019/20, for example, support services provided to the rest of the Council by F&R and Chief Executives accounted for under 10% of the total general fund net budget.

6.2.5 This is not to say that we will not continue to focus on the initiatives previously implemented. Directorates are continually reviewing management structures and looking at reconfiguring services. Ongoing efforts will be made to increase income and to renegotiate contracts to get the Council a better deal. Further, the rationalisation of the corporate estate remains a primary focus of Property Services.

6.2.6 In short, the rationale for savings initiatives remains what it has always been - to improve value for money while maintaining and improving services - but the net will have to be cast wider given limitations with savings that can be made in areas in which we have made exhaustive savings in the past. Moreover, savings from central services, and in support services in front line services can be expected to tail off to some extent, reflecting the 'one-off' nature of these savings through back office restructuring and/or improving efficiencies through re-letting of contracts. An even greater emphasis therefore, will be placed on major service re-design and approaches such as demand management, prevention and early intervention, which will result in a further shift away from traditional savings to transformational reform. We are now reaching the stage where we have to look at the services we provide and may have to take tough decisions with regards to the level of provision of some of those services in order to make the savings required in the future.

6.3 Savings Initiatives already undertaken to close the gap 2020/21 to 2023/24

6.3.1 At the start of this financial year, in order to meet the funding losses and to fund cost pressures noted above, we needed to make a further £30m of savings by 2021/22; which is already assuming an annual 4 per cent Council Tax increase. The largest contributor to the funding loss is grant reductions followed by the directorate cost pressures requirements, the pay award and levies. Directorate pressures are most significant in Adult Social Care particularly in commissioning, Children's Services, and Temporary Accommodation. There is also a well-documented cost pressure in Special Education Needs (SEN) was not included in the savings requirement of £30m. It is worth noting that many of these cost pressures result from changes in Government legislation which have not been accompanied by adequate funding (i.e. SEN, Homelessness and Children's Services – notably People without recourse to public funds (NRPF)).

6.3.2 We have identified £13m of savings, which can be summarised as follows:

Saving Initiative	£m
Voluntary Redundancy Scheme/Workforce Savings, including Employer pension fund contributions	6.0
Parking & Street Market savings and additional income	3.2
Improvements in Council Tax and NNDR management which increase income	1.8
Additional Income from Commercial Estate	1.4

Streetscene	0.5
Finance Teams	0.3
Substance misuse savings	0.3
Regeneration	0.2
Other	0.1
TOTAL	13.0

6.3.3 This left a gap of £17m but we have recently undertaken a detailed review of council cost pressures and as a result we have added a further £2m to the cost pressures and hence savings requirement.

6.4 Other savings initiatives to close the gap

There are five main themes which are now discussed.

Scrutiny Panels

In October 2018, Scrutiny Panel agreed to establish four Budget Task and Finish Groups (BTFG) to scrutinise and review a number of service areas which had been identified to represent significant financial challenge for the Council.

In this context, four BTFGs were established by Scrutiny Panel to scrutinise the following service areas:

- Fees & Charges;
- North London Waste Authority (NLWA);
- Integrated Commissioning;
- Early Years – Children’s Centres.

An update on work to date is as follows:

Fees and Charges

- This group looked at the fees and charges of the council and the principles that guide the setting of fees and charges by officers. There was no set saving budget proposed.
- The BTFG focused on the areas that could generate income or where the pressure on the service was a high risk to the council’s budget.
- It was conscious to ensure that the proposed changes to fees and charges should not create inequalities and discussed the potential of this for each proposed increase.

The BTFG agreed to incorporate the need for mitigating action to be included in the new proposed guidance and recommended a fundamental shift to encourage officers to take into consideration opportunities for income generation when setting, proposing or updating fees and charges. Whilst keeping the ethos of public sector service provision is important, the Group acknowledged the current climate means the council needs to consider the possibility of income generation.

- The Group updated the principles and recommended that the updated guidance be adopted by the Executive. This is being put forward to apply to the Council's Budget for 2021.
- The Group recommended that parking fees were increased above inflation to help maintain the Council's objectives in relation to reduced car use in the borough and environmental and sustainable objectives.
- A new income band fee structure was proposed for Children Centre fees. Following suggested amendments by the BTFG to the proposed fee structure, the Group endorsed the amended fee structure proposed by HLT for implementation. The new fees were implemented in September 2019. The BTFG asked for the proposed changes to be supported by a strong communication plan about the changes.
- The Group concluded there was more work to be done in relation to fees and charges and suggested that a Members working group was set up to continue reviewing other areas of fees and charges.
- The information discussed by the Group is not publicly available. The report was shared with the Cabinet Member, officers and BTFG Members.

North London Waste Authority (NLWA)

- Officers set out the scope of the review and options for savings at the outset.
- The aim was to provide the council with options to mitigate the rising costs of waste disposal. There was no set saving requirement proposed.

The Group made the following recommendations:

1. The council to commit to further infrastructure development (pending cost benefit analysis) for recycling on more estates.
2. To provide an update to the Living in Hackney (LiH) scrutiny commission on the impact of the Estate Recycling Programme against the proposed targets.
3. The LiH scrutiny commission to look at how Registered Housing Providers enable higher levels of recycling on the estates they manage
4. With regards to the proposed Hackney's Reduction Recycling Plan, the Group endorsed the move to fortnightly collection for residual waste where suitable. In addition the Group asked for updates to be provided to LiH scrutiny commission to assess the impact monitoring and measures in place.

5. The Council is urged to consider all options and costs before procuring new wheelie bins to encourage changes to residual waste.
 6. A refreshed approach to be developed re the communication and education information sent to residents about recycling to tackle scepticism and misconceptions.
 7. To explore culturally specific forms of communication.
 8. The council to develop mitigating action in response to the restrictions on residual waste.
 9. The Group supports the RRP targets for household recycling rate of 32% by 2022.
- The work from this group has fed into the LiH work programme and follow up will be carried out by the LiH Scrutiny Commission.
 - While there was no specific saving amount proposed, the long-term impact of the Group's work is that it should help mitigate rising costs and delivery of a balanced budget going forward.
 - The service area has progressed with the proposals endorsed and is out to consultation.

Integrated Commissioning

- The Group looked at integrated commissioning focusing on support to residents with mental health support needs. There was no set saving budget proposed.
- The discussion focused primarily on the wellbeing network. The BTFG urged the Council to look wider than the network when considering savings. The Group suggested that a more strategic analysis be carried out taking into consideration the wider service mix.
- The BTFG commented while budgets remained aligned as opposed to pooled, cost savings would be harder to achieve because of silo thinking among budget holders and so it recommended that partners look at the whole system not just the network and suggested that a transformation project was established.
- Following the Group's comments and recommendations, the contract for the service was extended for another year until further strategic analysis of adult mental health provision was carried out.
- The BTFG discussed information that was not publicly available. The report was shared with the Cabinet Member, officers and BTFG Members.

Early Years

- This group was tasked to look at the proposals by HLT for £600k savings for early years. 6 saving proposals were presented to the Group.
- The Group did not endorse any of the 6 proposals presented and wanted more information about the context of the savings in comparison to making the savings from other service areas within the budget, and wanted more detail about the medium-term financial plan and the impact of the proposals on this plan
- It also wanted to know the strategic vision for the service in line with the saving being proposed
- The BSTG asked for the above information to be provided before the proposals could be agreed or endorsed. An Early Help working group has been set up and is expected to continue looking at this area of work.
- The BSTG discussed information that was not publicly available. The report is currently with the Chair of the BSTG.

Cabinet led Working Group

One Cabinet led working group has been established. The group is focused on *Workforce* including voluntary redundancy/ use of agency staff and the development of an overarching workforce strategy. A voluntary redundancy scheme has been offered to staff this year and any redundancies will be made primarily in 2020 with some taking place in 2021. The Group will monitor the progress of the scheme and is currently developing a recruitment strategy which is focussing on attracting and retaining staff.

HMT/Cabinet Steering Groups

In parallel to the Cabinet led working groups, Steering Groups have been established to review Customer Services and Early Help. Whilst these reviews are likely to lead to savings being identified, they are not driven by the budget process and the need to deliver savings; these Steering Groups will therefore sit alongside the budget process but are not formal Cabinet budget working groups.

Customer Services

The Cabinet led Customer Services Steering Group has started to meet and is working to develop the Council's vision and strategy for customer experience across the Council's services, building on the progress that has already been made. Progress to date includes:

- Improved tools for Council teams which enable more joined up customer service delivery: including the 'single view' tool which is being developed for housing needs staff reduces the time taken to look up the information needed to provide advice by up to 25 minutes per customer.
- New services available online: including Registrar bookings and payments for fixed penalty notices.

- New ways to access Council services: including a Twitter bot for enquiries and easy to use online maps of services, such as the [New Year, New You map](#).

A range of other projects are in progress to make it even easier for residents to access the Council's services and identify opportunities to make service delivery more efficient.

Linked to this, the Customer Services Steering Group has also commissioned 'deep dive' research into some of the most complex customer journeys. This work will explore areas where residents' needs cut across different Council services and look to identify opportunities to redesign these services to make things simpler for residents and design more joined up approaches - and will inform the refreshed vision and strategy.

The *Early Help Steering Group* is overseeing a review of the Council's Early Help provision across Children and Families and the Hackney Learning Trust (HLT). The review aims to identify ways in which the Council can better meet resident needs and deliver improved value for money. It has been a number of years since the Council has reviewed the offer as a whole and the review will take on board changes in context, such as the impact of austerity and new risks and challenges within Hackney's communities. As part of the Early Help review it will be considered whether an effective set of services can be delivered more cost efficiently, but budget pressure is not the main driver and the review will be mindful that effective investment in Early Help can prevent higher costs in other services, for example, children in care, in the future.

Co-ordinated Cross Council Approach to the deployment of Resources

Another strand of work which is also underway is a coordinated cross-Council approach to how we deploy the significant resource we will still have including the HRA, DSG including the non-school's element and NHS resources where applicable. Within this stream, we need to ensure that everyone realises that the current and ongoing financial challenges must be tackled from a holistic corporate perspective. Ultimately, even after the next round of savings Hackney will still have considerable assets and resources available and these can be best harnessed if we look beyond traditional HRA, General Fund, Schools and Health resources to see how we can best deploy these for service provision and not simply look at them as separate entities.

The following themes have been identified and are being developed:

- (a) Municipal Entrepreneurialism
- (b) Productivity and Efficiency
- (c) Demand Management & Cost Avoidance

Directorates in conjunction with lead members will also have to focus efforts on continued internal efficiency savings, further service transformations and driving out economies throughout the organisation.

Directorate Initiatives

Various Directorate Savings Initiatives are being worked on by Directorates in conjunction with Lead Members with a view to bringing them to Cabinet early in the New Year.

All savings proposals will be classified as follows:

BAU Business as usual
P/E Productivity / efficiency
DM Demand management
C Commercialism
SR Service Reduction

Work has been completed on an initial tranche of **Business as Usual savings**, which are listed in the table at 6.3.2 above.

A summary of other initiatives being undertaken by directorates is given below

Children's Adults and Community Health (CACH)

The starting point for savings development in CACH was a RAG-rating of services based on existing cost pressures, manifesto commitments and spend compared to other boroughs where data was available.

Adults Services developed a long list of savings opportunities and this has been prioritised with work focussed on developing proposals for 'areas of significant spending where it is felt that greater savings can be achieved' - the main areas being explored for further savings are from non-statutory services and through efficiencies by making better use of our directly provided services, such as Housing with Care. These proposals are being developed in the context of learning from demand management work and savings already delivered to ensure that by reducing provision in one area we are not creating a greater level of demand elsewhere in the system. In particular, this work is being developed in close partnership with Housing Needs colleagues and local NHS Partners. Indeed, Hackney is one of the first areas in the country where recognition of the pressures on supported and temporary accommodation has prompted local NHS partners to fund a Housing First programme in the borough. This is an indicator of our successful integrated working across health and social care in Hackney and the City, as well as our commitment to investing in services that prevention poor health and wellbeing, and reduce inequalities,

A longer-term piece of work as part of Adult Services 'Promoting Independence' transformation programme focuses on implementing a new, strengths-based model of social care practice. A strengths-based approach encourages social care professionals to work with residents and carers on their abilities, networks and community connections, delaying or avoiding formal care needs for as long as possible, and sustaining individual wellbeing and resilience. This model is key to the success of our wider work to create an integrated health and care system across Hackney and the City of London, in partnership with the local NHS. For example, social workers and occupational therapists are now using this new model as part of joint teams in neighbourhood areas across the Borough. They are already working alongside primary care staff, community nurses,

other allied health professionals and the local voluntary, community and social enterprise sector to deliver better outcomes for residents. This new practice model is not designed to deliver cashable savings in the short-term as it will take time to design, deliver and embed the approach. However, it will be integral to managing demand in the medium and longer term. By pioneering a local strengths based approach, we can ensure that the social model of care and prevention are at the heart of our integrated health and care system.

Children and Families contribution to savings going forward will need to be developed in the context of the response to the recent Ofsted inspection and the increased demand in the system which is evident in terms of referrals to Children's Social Care and increases in the number of looked after children.

A Children's Leadership and Development Board has been set up, which is accountable to a Children Members Oversight Group, to ensure that all service areas within the department are delivering to a consistently high standard for all children and families and that the recommendations arising from the Ofsted inspection are addressed. A resourcing plan with the objective of responding to increased demand in the service and addressing these recommendations is currently being developed.

An assessment of the short-term resource requirement of the Children and Families service has already been undertaken following the recent Ofsted inspection and the continuing increase in demand which has led to high caseloads in some areas despite the considerable resources that have gone in to support the service since 2016 primarily for looked after children placement costs. This assessment has been completed in advance of the development of a strategic response to the Ofsted report which will address the thematic issues in the report including those around consistency and management oversight and the requirement for a Council-wide response that encompasses the impact of other service areas such as Legal, ICT and Housing. The Ofsted report noted that "most social work units have manageable caseloads" and recommendations did not specifically refer to resources but referenced a very recent increase in demand which leaders were quick to address. In summary, a one-off resource of £1.6m will be set aside to meet both the increased demand in the service for 2020/21 and to fund additional management capacity, project support and an external challenge partner to assist in the Council's improvement programme for Children and Families' Services.

This is in addition to a proportion of the social care grant which has been earmarked to contribute to demand pressures in relation to looked after children placement costs and additional staffing already in place in response to the increased demand. Furthermore, some of the existing capacity currently provided by agency staff will be made permanent as it is clear that there is a sustained increase in demand. This will be funded by the social care grant and will be used flexibly to respond to shifting patterns of demand across the service. The application of this additional resource will be reported through the OFP.

Whilst the service has contributed to the Council's efficiency agenda, it has also continued to invest significantly in services. Adult Services have continued to invest in services that help prevent, delay and reduce the need for care and support. For example

in 2018/19 we opened a new in-house state of the art day centre at Oswald Street aimed at supporting those with complex physical and mental health needs to access day opportunities. We also recognise the importance of lunch clubs as an opportunity for older people to socialise, who would otherwise be socially isolated. As such, there is continued investment in this area with a new 3-year contract being awarded for a Hackney CVS to provide and oversight to lunch clubs. We also invest in non-statutory support to help people maintain their tenancies and live independently whilst remaining connected to their communities. Children services have also implemented projects that support vulnerable children and families such as the Family Learning Intervention Programme, the Contextual Safeguarding Project, the North London Social Work Teaching Partnership.

A review of the Council's Early Help provision across Children and Families and the Hackney Learning Trust (HLT) is currently underway with a view to identifying ways in which the Council can better meet resident needs and deliver better value for money. It has been a number of years since the Council has reviewed the offer as a whole and the review aims to take on board changes in context, such as the impact of austerity and new risks and challenges within Hackney's communities. As part of the Early Help review it will be considered whether an effective set of services can be delivered more cost efficiently, but budget pressure is not the main driver and the review will be mindful that effective investment in Early Help can prevent higher costs in other services, for example, children in care, in the future.

Public Health have recently delivered a staff restructure which has assisted in the Council's response to prior year's reductions in the Public Health Grant and the team continues to work on improving value for money from existing contracts and deliver cost reductions where appropriate.

HLT are facing considerable cost pressures as a result of the well-rehearsed under funding through the Dedicated Schools Grant for children and young people with additional needs, even after taking on board additional funding announced last year. Education service savings will be utilised in part to mitigate this pressure rather than contributing to the Council-wide budget gap.

The Director of Education is currently reviewing the HLT staffing structure generally in the light of the Hackney Schools Group proposal, increasing alignment with Hackney Council and changing education priorities for our community. This will be done to fully integrate these services into the Council with a view to improving partnership working and accountability as well as ensuring efficiency and effectiveness.

Given savings achieved to date and the cost pressures which exist across the many demand-led services delivered by the Directorate, very few of the proposals are likely to be easy to take forward. Care will need to be taken to ensure that sufficient evidence is provided in support of the proposals, that a clear plan of engagement, co-production, and consultation with service users, residents and other stakeholders is in place where appropriate; and that work to manage cost pressures is not compromised.

Neighbourhoods & Housing Savings Development

Neighbourhoods & Housing (N&H) Directorate Leadership Team (DLT) has considered a number of financial planning papers throughout this year and have agreed a savings development strategy for both the General Fund services and the HRA. The directorate will continue to consider the opportunities for further integration of services to deliver efficiencies as part of this work.

N&H is planning to propose the development of a Local Authority Trading Company (LATC) to contribute to the Municipal Entrepreneurialism theme and builds upon the work already under way in developing the Council's Housing and Energy Companies. This work to establish the LATC is progressing and a report setting out the options is being prepared for consideration by Cabinet later in the year.

The Directorate will continue its themed approach to savings development, each head of service has been tasked to develop proposals within their services and once they have identified potential areas for savings DLT will review and challenge the proposals developed under each theme. This will enable Directors to challenge the proposals and also to spot opportunities for integration of services or using good/innovative ideas in other service areas. This step in the savings development programme will be scheduled in to align with the corporate financial planning timetable.

This approach identified the savings for 2020/21 and has also identified savings opportunities for future years, further work is needed to develop the ideas for future years and produce detailed proposals which will be discussed with Lead Members.

The Housing Revenue Account (HRA) Business Plan financial model requires savings in order to deliver the strategic objectives for housing services and the housing improvement plan. There is also the need to balance the competing priorities of:

- a) Maintaining and improving the service we deliver to our tenants and leaseholders
- b) Maintaining the investment in our housing stock
- c) The delivery of our housing regeneration programmes; and
- d) Ensuring that financing costs arising from the delivery of the housing capital programme are affordable within the HRA.

All savings made in the HRA are re-invested in the housing stock to deliver essential planned maintenance as well as responding to the significant financial pressures to improve resident safety after the Grenfell Tower Fire.

The savings strategy for the HRA focuses on the integration of services and the sharing of resources to deliver the savings under the headings of; stop doing something, change how we do it or start doing something.

Stop doing something is looking at the services we deliver and deciding if all the elements/functions add value and assessing if by not continuing will impact our residents and leaseholders. For example:

- Stop paying for extended boiler warranties as we repair them rather than call on the warranty.
- Reduce the use of external contractors by training internal and DLO staff to deliver currently procured services.

Change is about changing how we deliver our services in order to make savings not just continuing to do things the way they have always been done. For example, reviewing processes to ensure services are delivered more efficiently reducing dissatisfaction amongst our residents.

Start doing something is looking at things we do well and sharing expertise with other departments in order to replicate success throughout the council such as using our teams of experts to provide services rather than contracting services out.

The savings approach aims to increase the productivity and efficiency of the Housing Service, deliver the business plan requirements and enable us to continue the investment in our stock and regeneration programmes. The savings strategy to ensure a financially sustainable business plan for 2020/2021 onwards is to develop proposals from service modernisation and commercialisation. Savings will be delivered from proposals which will improve our business processes, improve outcomes and deliver value for money.

Finance and Corporate Resources

With the roll out of Universal Credit in Hackney now underway and the embedding of new and agile technologies, work is underway to see what different service configurations are suited to how the Council will provide services in 2022 and ensuring that they evolve and are responsive and efficient. For example, we have seen over 50% (c150,000) drop in footfall in the HSC and significant take up in online technologies and customer journey. Demonstrating and accounting for a return on investment in ICT solutions will be key.

In addition and linked to the need to ensure optimal service alignment around transactions from payments through to income collection to contact centres. The council tax team has undertaken various measures both IT and non-IT to improve account management and collection and as a result we expect to improve the collection rate by 0.5% in 2019/20 and by a further 0.5% in 2020/21. This will generate a saving of c. £400k in 2019/20 and a cumulative saving of £800k in 2020/21. We also expect savings from an on-going drive to identify taxpayers claiming a single person discount who should not be.

Further work to identify properties which are not paying NNDR that should be and for those on the list, whether the correct liability has been identified. It is not possible to say at this stage what the potential savings will be.

When contracts with suppliers come up for renewal, the directorate will renegotiate with the aim of reducing costs. Having agreed to opt into the national arrangements via PSAA for the appointment of external auditors, we have made a further annual saving of £52k representing 23% on the previous year. Finally, we will continue to take initiatives to maximise income from the commercial estate.

7.0 Housing Revenue Account

7.1 The 30-year HRA Business Plan was considered by Cabinet in March 2019 as part of the Housing Asset Management Strategy. As part of that report it was agreed that the Business Plan will be reviewed on an annual basis with an updated version of the financial model being produced when there are any significant changes to the assumptions or at least on a triennial basis.

7.2 The updated model includes

- (a) change in the borrowing assumption to reflect the removal of the HRA debt cap, whereby the model only reflects the existing housing stock against a prudent level of borrowing, with a separate model for Regeneration where borrowing is assessed on the basis of the viability of the programmes
- (b) refreshed assumptions underpinning the model, largely to reflect the last year of the 1% rent reduction then an increase to CPI+1% for 5 years
- (c) updated risks and sensitivity analyses; and,
- (d) Assessed progress on delivery of the savings required to deliver a sustainable HRA.

7.3 The update shows a continued requirement for savings to invest in the housing stock as identified in the Asset Management Strategy and service improvements.

7.4 The previous Business Plan included £7.5m of savings over the period 2019-21. £4m of these savings have been identified and are included in the 2019/20 budget with the remaining £3.5m to be developed over the next year. Future years savings of £1m have been assumed in the Business Plan to fund capital investment but this will be dependent on cost increases from inflation and demand and for investment into services.

7.5 By separating the business plan and viability of the Regeneration Programmes it can be shown that HRA savings are being directly invested back into the housing service and existing properties and that the Regeneration Programme is 'self-funded'.

8.0 SCHOOL FUNDING

8.1. Following a prolonged period of national discussion regarding the implementation of a National Funding Formula (NFF) for schools, in July 2017 the Secretary of State for Education announced an update to the proposed National Funding Formula. This saw additional funding being made available for schools so that no school experienced a per pupil cash reduction in their funding allocation in 2018/19 or 2019/20. Previously

Hackney had expected significant reductions as a result of funding being levelled out – after significant opposition, the government currently proposes to ‘level up’. There was no commitment in 2017 in relation to 2020-21 funding, or beyond that.

8.2. The NFF commenced on 1st April 2018 with 2018-19 and 2019-20 being labelled as ‘soft years’ - essentially transition years where local authorities had some continued discretion on the local formula. At that time, 2020-21 was labelled a ‘hard year’ where final school budgets would be set by central government using the new national formula and it could not be altered by local authorities. De-delegation was also expected to stop at the same time. However, a later announcement in 2018 confirmed that there would be an extension to the period where local authorities would continue to set the local schools’ funding formula to 2020/21.

8.3 On 4th September 2019 the Chancellor made a statement in Parliament which was followed up by a written statement from the education minister on 9th September 2019 regarding school funding over the next few years. Education was the only area of the Chancellor’s announcement where funding was confirmed over a three-year period as opposed to one year only. The main points of the funding announcement are summarised below:

Overall funding allocations for education were confirmed for 3 years (£7.1bn extra funding for schools in 2022-23 compared to the 19-20 base, and for 2020-21 the increase will be £2.6bn)

- All schools will get an increase at least in line with inflation
- Nationally, underfunded schools will receive the largest increases via changes in minimum funding thresholds

8.4 Other announcements concerned minimum teacher starting salaries, additional funding for increases to teachers pensions, additional funding for 16-19 education, and an increase in early year’s hourly rates payments.

8.5 In terms of the impact on Hackney schools, as Hackney is amongst the highest funded (in terms of per-pupil funding) LA’s in the country, Hackney schools will not benefit from the funding for underfunded schools. However, schools in Hackney will receive an inflationary increase of around 1.8% (which compares to increases of 0.5% over the last two years). However, it is worth noting that a significant part of the additional funding over the next three years is expected to be for inflationary pay increases and other additional teacher-employment costs. This is positive news in that there is some certainty that school funding per pupil in Hackney will not be reducing over the next three years, whereas this was a distinct possibility under the National Funding Formula proposals as originally put forward.

8.6. The national increase to the starting salaries for teachers to £30,000 should help alleviate school recruitment difficulties, although in Hackney the impact of this may not

be as great as outside London. Overall it should attract more people to the profession and improve the recruitment prospects for schools.

- 8.7 The 2020-21 schools funding formula will now continue to have the same formula factors as in 2019-20, and de-delegation will now also continue for 2020-21, and possibly beyond. Growth funding for new school places will continue to reduce. Whilst this may become a risk in the future, the reduction in the need for school places in the foreseeable future means this is not currently a significant risk.
- 8.8 From the Council’s perspective, it appears that LA’s will continue to have a role in designing and implementing the local funding formula. It is unclear what this means for previously reported plans for ‘hard’ and ‘soft’ years, but it seems to suggest that the LA role in 2019-20 will continue for at least a further year, and possibly beyond that. The Minister of State for School Standards has confirmed the government’s intention to move to a ‘hard’ NFF formula, but there is as yet no clear target date or deadline.
- 8.9 The Queen’s speech did not make significant references to education and there is no new legislation planned. Nevertheless, given the legislation already in place, there could still be significant change to local authorities implemented through regulations. It is therefore expected that there will continue to be an emphasis on free schools, academisation and possibly the introduction of further grammar school provision.
- 8.10 In respect of high needs funding for provision for SEND pupils, the government is allocating £700m extra for high needs nationally in 2020-21 and Hackney will receive an additional £4.0m. Whilst this will help bridge the SEND funding gap it is only about half the sum required to meet this year’s funding gap. As a result, a major issue facing the Council is the continuing escalation in unfunded SEND costs and the resulting overspend in DSG.
- 8.11. This ongoing pressure is as a result of the increase in the number of young people subject to Education, Health and Care plans. This is an issue that is common across other London boroughs.

Age Breakdown	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Under 5	83	76	83	95	95	121	139	71	126	137	90
05-Oct	507	514	516	535	551	570	617	611	676	706	758
Nov-15	524	564	576	582	615	617	635	667	680	677	732
16-19	70	62	61	72	88	91	138	252	251	268	292
20-25								34	42	45	54
TOTAL	1,184	1,216	1,236	1,284	1,349	1,399	1,529	1,635	1,775	1,833	1926
Year on year increase		2.70%	1.60%	3.90%	5.10%	3.70%	9.30%	6.90%	8.60%	3.30%	5.10%

Increase in numbers %	2009 to 2019	62.7%
Increase in numbers %	2013 to 2019	42.8%
Average Annual Increase %	2013 to 2019	6.2%

8.13 Overspends in SEND provision and transport are being offset by underspends elsewhere in Education with the balance being met from reserves. Overall, there is a recurrent cost pressure in the DSG provision and transport budget of around £8m in 2019-20 and rising. The net end of year position for Education is an overspend of £4m-5m as the SEND cost pressure is net of savings across education service areas and one-off funding arrangements like the £1m disapplication request related to the 2019-20 financial year.

8.14 Nationally and locally, the number of young people supported by an EHCP has increased dramatically since 2013-14 when the SEND reforms were introduced. Whilst some of the significance and consequences of the reforms were foreseen at the time, the actual scale of the impact was not. The most significant and long-term implications for most authorities has been the immediate pressure on local mainstream schools to meet additional needs, as well as the supply of additional specialist provision and places in-borough. The limited availability of local and/or maintained specialist provision means local authorities are increasingly reliant upon the independent sector. However, this is not sustainable in the long term and so authorities are having to plan for more local specialist provision. The Council has invested significantly in provision of special schools in recent years, having rebuilt three already and looking at further investment in the future in respect of the development of the Ickburgh site. This of course has further financial implications, not least the requirement to 'invest to save' so potentially contributing to cost pressures in this sector in the short to medium term.

9.0 PENSION FUND

9.1 In the 2015/16 Budget Report, Members were provided with updates on the impact on the Pension Fund of auto-enrolment, the new benefit structure from the LGPS 2014 Scheme and the changes coming through to the State Pension Scheme and how these might impact on Council budgets.

9.2 Since auto-enrolment was introduced, participation rates in the pension scheme amongst Hackney employees have remained high. For budget setting purposes all staff are assumed to be in the Pension Scheme. Therefore, although Scheme membership numbers affect the level of contributions to the Fund, there is no financial impact on the 2020/21 budget. The introduction of freedom and choice in pensions, which has given pension savers the opportunity to access pension benefits early and withdraw cash from pension schemes, has to date continued to have minimal impact on LGPS

members, with very little interest to transfer benefits out of the secure defined benefit structure offered by the LGPS.

- 9.3 2016/17 saw changes to State Pensions via the introduction of flat rate state pensions from April 2016 and this resulted in changes to the contribution rebates which both employers and employees receive for national insurance where they previously operated a contracted-out scheme such as the LGPS and the Teachers' Pension Scheme. The additional cost to the Council of the reduced rebate was in the region of £2.5m. Employees also saw a reduction in the pay they take home from April 2016 as a result of increased national insurance contributions.
- 9.4 31st March 2019 also saw the next triennial valuation process for the Pension Fund. The Fund's actuarial advisers review the changes since the last valuation considering a wide range of factors to assess the liabilities that the Pension Fund needs to meet over the longer term and assess the assets that the Fund holds to meet these liabilities. At the previous valuation at 31 March 2016, the Fund was 77% funded i.e. it held 77p worth of assets to meet every £1 of liabilities. Over the 3-year period the assets of the Fund have increased significantly due to a mix of the contributions paid by the Council and other employers and employees, but also the investment income and capital growth in the investments held. Whilst the assets had increased to almost £1.6bn as at the end of March 2019, liabilities also showed large increases to £1.7bn. However, the overall monetary deficit reduced by £218m to £131m representing an overall funding level of 92%. Following the receipt of the valuation data, discussions took place with employers in the fund in order to determine appropriate contribution rates. Given the position of the Council as a long-term stable employer, we were able to agree a reduction in the Council's overall contribution rate of 1.5% in both 2020/21 and 2021/22 and this has been accounted for in the budget setting process. This is a result of the use of a realistic approach to funding the Council's pension scheme in recent years.
- 9.5 The next triennial valuation date is 31st March 2022. Throughout the period of the last valuation, the funding level for the Pension Fund has been very volatile due to market conditions, which have been adversely affected at different times by events such as Brexit referendum and ongoing uncertainties as to any deal that might have been reached, the continued policies of the USA administration which appear to lean towards further isolation from global treaties and trade agreements, etc. This has meant that whilst asset values have continued to increase in the Pension Fund, the value of liabilities has also increased and are still subject to volatility going forward. This could impact on the ability of the Fund to further reduce employer contribution rates that impact on the Council's finances.
- 9.6 The Pension Fund has also recognised the risks in respect of its investment in carbon related stocks and shares and set itself a target of reducing its exposure to future emissions by 50% over a six year period starting in 2016. A recent update of our progress against this target has shown that the Fund has already reduced exposure by 31% in just three years, so is on track to meet or even exceed the target set. This form of responsible investment which has been achieved by reducing our holdings in fossil fuel related companies and helps to ensure that the Fund is less exposed to companies

that hold potentially stranded assets, and therefore helps to sustain the longer term financial sustainability of the Fund. In updating the investment strategy over coming months, the Fund will now look to explore positive investments in the like of renewable energy sources.

- 9.7 Finally, the Pension Fund has been working hard to collaborate with other LGPS funds both through national procurement frameworks and through a collective investment vehicle in London (LCIV). The government published criteria and guidance for all LGPS funds in England and Wales to pool all the investment assets into 6 pools of around £25bn a piece and asked each fund to come forward with proposals on how funds will deliver against the criteria and guidance. There are 4 criteria, namely economies of scale, governance, reduced costs and an improved capacity to invest in infrastructure. The LCIV was officially confirmed as one of the 6 pools, having already received FCA registration, established an authorised contractual scheme and already bringing assets into the sub-funds. The Council continues to work closely with colleagues in London to ensure the success of the London CIV, and has during 2018/19 and 2019/20, transferred a significant portion of the Fund's assets onto the CIV platform, through implementation of its agreed investment strategy. Undoubtedly over time such changes will deliver significant benefits in terms of cost savings and opportunities to benefit from investment opportunities. Such benefits will however take time to flow through to the Pension Fund and ultimately the Council and therefore are not able to contribute to budget savings at this time.

10.0 CAPITAL STRATEGY

- 10.1 The Capital Programme key priorities are to deliver significant regeneration of the Borough to meet the changing needs and demographics of the community and which in turn lead to increased expenditure on Education and Housing through repairs and maintenance of current sites and the need to build new assets to meet demand.
- 10.2 The Council's capital programme is very ambitious. Besides the current programme, which currently totals over £246m for 2019/20, there are further significant schemes in future years in respect of the delivery of a new leisure centre and school on the Britannia site, significant housing development and regeneration and of course ongoing maintenance programmes such as that related to the highways, corporate property, schools, etc.
- 10.3 Its development and delivery are not without risk. The risks are many but in the main relate to both the sheer size of the programme and capacity to deliver it and the fact that much of it will require forward funding from the Council pending capital receipts, largely from sales of housing units in mixed use schemes, later on.
- 10.4 A further ongoing issue is the effect of Brexit on currency exchange rates and the knock-on impact on costs of schemes, particularly where resources are sourced from overseas. The lower value of the £ against almost all currencies means that costs of these schemes are increasing and therefore the net return that was originally anticipated lower. The upside of the impact of Brexit from a financing perspective is that interest rates are likely to remain low for longer and so the Council should be able to take advantage of borrowing when required at a lower cost than it would have been previously.

- 10.5 For the reasons set out above a thorough review of the approved capital programme is required to ensure that schemes remain viable not just on their own but taking a much wider view of likely aggregate cash flows and treasury management issues that arise from the delivery of the programme.
- 10.6 Alongside this, we are currently taking stock of all known and potential capital receipts due to the Council from existing schemes and agreements in order to ensure that these are able to be applied in the most efficient manner to the financing of the capital programme and to identify resources for the newer proposals being developed as indicated above.
- 10.7 More detail of the capital programme and strategy can be found in the Council's 2020/21 budget report and the new Capital Strategy that forms part of that report.

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Cabinet

24 FEBRUARY 2020

**2020/2021 BUDGET
AND
COUNCIL TAX REPORT**

KEY DECISION NO. FCR Q44

Appendix 7

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Capital Programme				APPENDIX 7
Programme Description	Capital Budget 19/20	Capital Budget 20/21	Capital Budget 21/22	Capital Budget 22/23
Children, Adults and Community Health				
Adult Social Care Capital				
Oswald Street Day Centre	196,344	-	-	-
Commercial Vehicles First Response	27,870	-	-	-
Median Road Refurbishment	46,116	1,000,000	1,440,000	-
Total Adult Social Care Capital	270,330	1,000,000	1,440,000	-
Education Asset Management Plan				
Shacklewell Primary	-	35,315	-	-
Jubilee Primary	540,874	-	-	-
Tyssen AMP	538,036	-	-	-
Children Centres Start Up Maintenance	11,734	22,951	-	-
Benthal AMP	340,446	8,800	-	-
Colvestone AMP	103,150	123,647	-	-
Harrington Hill AMP	199,474	-	-	-
Parkwood AMP	61,161	80,734	-	-
Springfield AMP	4,356	5,000	-	-
William Patten AMP	170,833	-	-	-
Rushmore AMP	1,200	-	-	-
Princess May AMP	13,935	-	-	-
Shoreditch Park AMP	1,270,788	778,493	-	-
Hillside Children Centre AMP	-	55,105	-	-
Hoxton Gardens AMP	-	35,315	-	-
AMP 2018-19 Professional Fees	50,010	-	-	-
Children Centres AMP Needs and Maintenance	-	100,000	429,465	-
Primary School AMP Needs	-	2,500,000	2,750,000	6,429,016

Shoreditch School Primary	-	-	1,000,000	1,000,000
Total Education Asset Management Plan	3,305,996	3,745,360	4,179,465	7,429,016
Building Schools for the Future				
Mossbourne Victoria Park Academy	32,738	-	-	-
Stormont College Special Educational Needs Pre BSF	7,041	151,083	-	-
Ickburgh BSF	26,530	399,871	-	-
Total Building Schools for the Future	66,309	550,954	-	-
Other Education and Children's Services				
Devolved Formula Capital	385,995	-	-	-
Hackney Learning Trust - IT Service Desk CRM	13,000	-	-	-
Queensbridge Additional Resource Provision	10,000	140,000	100,000	-
The Garden School Special Educational Needs	50,000	200,000	1,458,000	330,000
Asbestos works	100,000	134,693	200,000	200,000
Kench Hill Straw Bale Eco Class	-	32,000	-	-
Total Other Education and Children's Services	558,995	506,693	1,758,000	530,000
Primary School Programmes				
Primary Capital Programme	-	-	1,819,778	-
Woodberry Down	5,000	126,153	-	-
Orchard Refurbishment and Extension	35,000	16,000	-	-
Southwold Primary School	-	65,315	-	-
Early Education for 2 Year Olds	21,000	-	-	-
Woodberry Down Children Centre Relocation	318,902	721,519	1,000,000	-
Shacklewell School	2,900	87,999	300,000	-
Berger School Works	14,783	102,693	130,000	-
Façade Development and Professional Cost	490,449	139,323	150,000	-
Gainsborough Façade Repair	770,245	81,595	100,000	-
London Fields Façade	377,372	37,851	20,000	-
Daubeney Façade	12,325	-	-	-
Princess May Façade	-	223,331	150,000	-
Contingency Façade Repairs	48,859	430,331	500,000	-

Shoreditch Park School Façade	19,160	-	-	-
Colvestone Façade	-	114,824	100,000	-
De Beauvoir Façade	-	134,279	150,000	-
Gayhurst Façade	-	309,371	350,000	-
Grasmere Façade	-	144,824	150,000	-
Harrington Hill Façade	-	4,000	-	-
Hoxton Gardens Façade	7,647	366,158	400,000	-
Mandeville Façade	12,227	47,281	50,000	-
Millfields Façade	-	167,430	150,000	-
Morningside Façade	-	29,252	25,000	-
Queensbridge Façade	100,000	30,053	50,000	-
Randal Cremer Façade	322,576	46,595	50,000	-
Rushmore Façade	0	86,142	100,000	-
Sebright Façade	643,524	33,870	-	-
Southwold Façade	-	26,925	-	-
Springfield Façade	-	52,273	-	-
Tyssen Façade	-	46,252	100,000	-
William Patten Façade	-	111,205	100,000	-
Major Schemes Contingency	-	40,059	50,000	-
School Façades Programme	-	-	-	5,733,467
Total Primary School Programmes	3,201,970	3,822,902	5,994,778	5,733,467
Secondary School Programmes				
BSF Whole Life Costing	127,400	1,569,641	2,000,000	1,500,000
Stoke Newington BSF Life Cycle	595,675	664,325	-	-
Clapton Girls BSF Life Cycle	115,991	-	-	-
Clapton Portico	8,532	74,307	-	-
BSF Life Cycle and Early Failure Contingency	299,069	83,946	-	-
Temp Secondary School Audrey Street site	-	248,109	2,513,324	-
The Urswick School Expansion	49,859	865,302	3,000,000	-
Asset Management Plan Works	366,565	-	-	-

Cardinal Pole Lifecycle	32,000	-	-	-
Our Lady's School Lifecycle	39,980	-	-	-
Urswick School Lifecycle	61,000	10,000	-	-
Ickburgh School Lifecycle	47,985	2,000	-	-
Haggerston School Lifecycle	192,083	36,417	-	-
Haggerston School Science Laboratory	435,633	-	-	-
The Garden Lifecycle	890	110	-	-
Stormont House Lifecycle	25,000	-	-	-
Total Secondary School Programmes	2,397,661	3,554,157	7,513,324	1,500,000
Total Budget Children's, Adults and Community Health	9,801,261	13,180,066	20,885,567	15,192,483
Finance and Corporate Resources				
Strategic Property Services Capital				
Disability Discrimination Act	-	368,239	-	-
Reactive Maintenance	-	72,058	-	-
Corporate Property Annual Survey	57,000	24,286	-	-
Asbestos Surveys	100,135	257,566	300,000	-
Skills Funding Agency - Stoke Newington Assembly	200,000	437,517	1,000,000	2,200,000
148-154 Stoke Newington Church Street	391,557	-	-	-
Chats Palace Repairs and Maintenance	85,891	-	-	-
Keltan House Windows and Refurbishment	112,470	-	-	-
15-49 Chapman Road Car Pound	6,000	-	-	-
14 Andrews Road Roof Renewal	-	266,774	-	-
39-43 Andrews Road Works	53,561	-	100,000	-
Hackney Town Hall Essential Works	250,000	285,000	492,000	2,933,775
Facilities Management Upgrade Hackney Service Centre Generator	-	151,553	-	-
Hackney Service Centre Restack	-	150,000	157,000	-
Hackney Service Centre Flooring Replacement Works	180,611	139,230	800,000	-
Hackney Service Centre Lighting Upgrade	3,785	202,059	-	-
Hackney Service Centre Moves	43,917	-	-	-

The Annexe (Electrical Work)	-	250,000	1,000,000	1,750,000
The Annexe (Staff Moves)	92,660	-	-	-
Christopher Addison House Phase 2	1,519,406	2,932,844	-	-
Decant to Maurice Bishop House and Moves to Christopher Addison House	50,000	832,820	-	-
Hackney Learning Trust Maintenance Works	-	11,611	-	-
Hackney Learning Trust Restack	56,778	-	-	-
Acquisition Ground Floor Retail Dalston Western Curve	100,263	-	-	-
Clapton Common Former Toiler Refurbishment	253,920	-	-	-
Landlord Works 37-39 Leswin Road	0	162,766	30,000	-
Landlord Works Trowbridge Centre	9,754	-	-	-
Landlord Works 12-14 Englefield Road	5,221	160,983	250,000	-
Voluntary Charitable Sector 186 Homerton High St	23,680	-	-	-
Wally Foster Centre	-	100,000	100,000	100,000
61 Evering Road	-	100,007	-	-
161 Northwold Road	28,000	42,000	-	-
80 Eastway New Boiler and Plant	53,865	-	-	-
80a Eastway	176,175	-	-	-
80 Eastway	105,259	-	-	-
NHS Estate	37,000	163,000	-	-
Healthcare Improvements	186,621	-	-	-
Rio Cinema	20,000	-	-	-
3-10 Bradbury Street	200,000	-	-	-
234-238 Mare Street	102,188	15,207	-	-
Acquisition Flat 16 Cranwood Court	12,500	-	-	-
Dalston Lane Regeneration Outfit	7,070	-	-	-
Dalston Lane Terrace	135,951	61,240	-	-
Voluntary Sector	-	182,201	495,000	-
Commercial Properties	-	200,000	-	-
Property Overall	385,305	500,000	1,000,000	1,000,000
Total Strategic Property Services Capital	5,046,542	8,068,960	5,724,000	7,983,775

ICT Capital				
ICT General	265,000	1,675,000	2,250,000	4,882,056
Digital Programme	22,000	-	-	-
Digital Discharge to Social Care	147,756	-	-	-
Social Care Microfiche	16,936	-	-	-
Record Management Optimisation	11,027	38,973	-	-
End-user Device Refresh	2,219,583	-	-	-
Business Intelligence	100,000	220,143	-	-
ICT Infrastructure Upgrades	250,000	-	-	-
New Payroll and Recruitment System	-	111,608	-	-
Network refresh	550,000	118,681	-	-
Devices for Hackney Residents	100,000	50,000	-	-
ICT Health Check	50,000	50,000	-	-
Members Device Refresh	50,000	-	-	-
Application Programming Interface	600,000	600,000	-	-
Total ICT Capital	4,382,302	2,864,405	2,250,000	4,882,056
Financial Management Capital				
Financial Management System	273,911	250,000	230,000	175,336
Total Financial Management Capital	273,911	250,000	230,000	175,336
Other Schemes Finance and Corporate Resources				
E-Tendering System	56,011	-	-	-
Green Homes Fund	405,000	-	-	-
Solar Pilot (Leisure Centres)	250,000	-	-	-
Installation of Automatic Meter Readers	-	50,000	-	-
PV Solar Panel	9,683	39,899	-	-
Integral Access Control System (INVAC) Project	165,000	20,000	-	-
Total Other Schemes	885,693	109,899	-	-
Mixed Use Developments				
Tiger Way Development	5,985,060	1,613,945	-	-
PRU Nile Street	27,520,691	11,491,978	-	-

Britannia Site	30,089,890	77,542,123	10,947,310	46,793,900
Britannia Phase 2a	-	16,183,282	17,207,124	11,607,935
PRS Housing	16,000,000	-	-	-
Total Mixed Use Developments	79,595,641	106,831,328	28,154,434	58,401,835
Total Budget Finance and Corporate Resources	90,184,089	118,124,592	36,358,434	71,443,002
Neighbourhoods and Housing - Non-Housing				
Museums and Libraries				
Hackney Museum Refurbishment	-	50,000	150,000	150,000
Stoke Newington Library Refurbishment	-	1,500,000	1,500,000	1,500,000
Stamford Hill Library	-	3,300,000	-	-
Library Management System	-	8,000	-	-
Library Security	-	100,000	100,000	-
Library Capital Works	350,000	450,000	257,839	-
Library Self-Issue Machines	-	19,976	-	-
Essential Maintenance to Libraries	-	200,000	-	-
2nd Generation Library Self Issue Machine	-	60,000	60,000	-
Total Museums and Libraries	350,000	5,687,976	2,067,839	1,650,000
Leisure Centres				
Essential Maintenance to Leisure Facilities	375,000	1,275,000	-	-
Leisure Development in Borough	-	100,000	-	-
Total Leisure Centres	375,000	1,375,000	-	-
Parks and Open Spaces				
Parks Strategy: Parks Infrastructure	700,000	1,018,437	325,000	-
Parks Equipment and Machinery Replacement	88,984	75,000	75,000	-
Parks Public Conveniences and Cafés	150,000	300,000	225,000	225,000
Play Area Refurbishments	-	1,000,000	1,000,000	-
Connecting Green Spaces	-	200,000	-	-
Drinking Water Fountains	112,000	-	-	-
London Fields Learner Pool	-	200,000	2,150,000	2,150,000

Mabley Green All Weather Pitch	5,307	-	-	-
Abney Park	100,000	640,641	-	-
Shoreditch Park	80,000	1,600,000	320,000	-
Springfield Park Restoration	1,000,000	2,910,651	-	-
Hackney Marshes	140,100	26,269	-	-
3 Queen Elizabeth Walk Tennis Club	22,732	-	-	-
De Beauvoir Square Play Area	3,414	-	-	-
Fairchild's Gardens/ Haggerston Park	50,000	450,221	-	-
Stonebridge Gardens Refurbishment	891	-	-	-
Daubeney Fields Play Area	31,100	100,002	-	-
Shepherdess Walk Play Area	36,925	-	-	-
West Reservoir Improvements	30,000	1,558,773	-	-
Millfields Estate Play Area	115,000	-	-	-
Commercial Vehicles Parks Central	271,488	-	-	-
Hackney Downs Community Cycle Hub	8,000	-	-	-
Park Fleet and Plant Replacement	-	75,500	-	-
Parks Depots	-	1,000,000	-	-
Clissold Park Paddling Pool	-	700,000	-	-
Clissold Lodge	-	-	300,000	-
Total Parks and Open Spaces	2,945,941	11,855,493	4,395,000	2,375,000
Infrastructure Programmes				
Wick Road	1,143,838	-	-	-
Park Trees Health and Safety Works	223,588	200,000	200,000	200,000
Highways Surface Water Drainage	234,324	280,000	280,000	280,000
Bridge Maintenance Schemes	250,000	300,000	200,000	200,000
Bridge Height Sign Programme	10,734	-	-	-
Borough Wide 20mph	106,305	-	-	-
Highways Planned Maintenance	4,050,373	4,000,000	4,000,000	4,000,000
Street Lighting	99,121	100,000	100,000	100,000
SS Road Safety	169,929	772,280	300,000	300,000

Quiet ways Cycle Route	250,000	250,000	-	-
LED Lights on Highways	750,000	1,750,000	1,250,000	1,250,000
Developing Boroughs Infrastructure	155,619	450,000	300,000	300,000
1-14 Spurstowe Works	-	25,840	-	-
Highways Oakwharf (0040-08) S106	-	81,000	-	-
Denne Terrace Retaining Wall	-	290,000	-	-
Central London Grid (Phase 1)	190,075	300,000	-	-
Cycle Super Highway	308,470	300,000	-	-
Regents Canal Denne Terrace Wall	-	31,000	-	-
Legible London Wayfinding	4,255	-	-	-
Tyssen Street	13,000	-	-	-
East Road Car Club Bays	18,000	-	-	-
Updating Traffic Calming Measures	50,000	150,000	-	-
City Road 151-157	-	21,000	-	-
100 Shepherdess Walk	11,490	-	-	-
68-82 Digby Road	6,724	-	-	-
25a Willberforce Road	4,370	-	-	-
Highway Works 8-10 Paul Street	-	32,441	-	-
Highways Works 217 Queensbridge Road	-	17,722	-	-
184-186 Well Street	-	15,797	-	-
2-8 Anton Street	-	1,500	-	-
Hackney Car Club	22,590	-	-	-
Shoreditch Village	15,459	-	-	-
Clifton Street	-	17,966	-	-
52 Well Street and 1 Shore Place	31,350	-	-	-
218 Green Lanes	-	22,187	-	-
Gascoyne Road	19,205	-	-	-
42 Lower Clapton Road	15,187	-	-	-
Wenlock Road / Sturt Street / Shepherdess Walk Improvements	-	14,988	-	-
Clapton Common Pedestrian Improvements	5,717	-	-	-

35-41 Westland Place	-	12,782	-	-
Highways Works Denman House	600	26,011	-	-
Highways Works Parr Street 17-20	7,937	-	-	-
Highways 94-96 Lordship Lane	-	9,502	-	-
Highways Works 3-11 Stean Street	6,077	-	-	-
42-48 Whitmore Road and 56 Orsman Road	6,769	-	-	-
Highway Works 1-13 Long Street	102,051	-	-	-
Highway Works 48-76 Dalston Lane	30,584	-	-	-
Highway Works Kings Crescent Estate	14,350	68,143	-	-
Highway Works at 10 Andre Street	187	2,766	-	-
Highway Works 112-118 Kingsland Road	76	5,577	-	-
Highway Works 22-44 London Lane	14,245	-	-	-
Highway Works 357-359 Kingsland Road	-	68,626	-	-
Highway Works at 9 Shepherds Lane	10,000	-	-	-
Hackney Car club	9,000	-	-	-
Highways Works Haggerston West	18,690	-	-	-
Highway Works 130 Cazenove	-	23,539	-	-
Highway Works 17-19 Shacklewell Lane	-	6,450	-	-
Highway Works 18 Ellingfort Road	1,560	-	-	-
Highway Works adjacent to 47 Lea Bridge Road	15,179	-	-	-
Highway Works Bayton Court	-	16,494	-	-
Highway Works Spurstowe Road	-	35,355	-	-
Highway Works 70 Wilson Street	-	49,262	-	-
Highway Works at Woodmill Road	8,000	-	-	-
The Shoreditch Public Realm	558,147	236,471	-	-
Highway Works Principal Place	460,549	-	-	-
Highway Works Phipp Street	18,309	-	-	-
Highway Works Gransden Avenue	654	-	-	-
Highway Works 258 Kingsland Road	-	24,449	-	-
Highway Works 1 Mentmore Terrace	486	-	-	-

Highway Works 61-67 Great Eastern	84,481	-	-	-
Highway Works 99 East Road	32,197	-	-	-
Highway Works 125C Dunlace Road	4,028	-	-	-
Highway Works 11-15 Tudor Road	-	17,737	-	-
Highway Works 25 Penhurst Road	-	11,936	-	-
Highway Works at 62 Paul Street	41,042	-	-	-
Highway Works 2-26 Bentley Road	-	30,797	-	-
Highway Works 10,14 and 16 Crossway	44,542	-	-	-
Highway Works Aikin Court	1,738	-	-	-
Highway Works 32 Homerton Row	15,221	-	-	-
Pembury Circus Improvement Works	35,970	265,173	714,365	-
Highway Works 131 and 133 Lower Clapton Road	13,998	-	-	-
Highway Works Kingsland Fire Station	19,600	52,407	-	-
Highway Works 145 City Road	93,852	-	-	-
Highway Works 32-34 Eagle Wharf Road	62,500	-	-	-
Highway Works 55 Pitfield Street	-	26,597	-	-
Highway Works 6 Orsman Road	22,555	-	-	-
Highway Works St Leonards Court	53,215	-	-	-
Highway Works at The Lion Club	30,889	-	-	-
Highway Works at 37 Cremer Street	-	54,865	-	-
Highway Works at The Stage	-	218,935	-	-
Public Realm at The Stage	-	608,152	-	-
Highway Works at 293-295 Old Street	11,944	-	-	-
Highway Works 180-182 Lordship Road	-	7,149	-	-
Highway Works Zaim Trading Estate	-	13,258	-	-
Highway Works Homerton Baptist Church	32,434	-	-	-
Highway Works 1a and 1c Shepherdess Walk	46,985	-	-	-
Highway Works Land 83 Upper Clapton Road	-	57,790	-	-
Highway Works 97-137 Hackney Road	155,000	81,258	-	-
Highway Works 1-8 Regen Way	-	22,829	-	-

Highway Works at Mare Street Studios	-	214,810	-	-
Highway Works Cranwood Court and Napier House	-	133,639	-	-
Total Infrastructure Programmes	10,245,365	11,826,480	7,344,365	6,630,000
EHPC Schemes				
Recycling Weighing Equipment	-	246,020	-	-
Waste and Fleet Replacement	-	1,273,795	-	-
Commercial Vehicles Environmental Enforcement	11,164	-	-	-
Commercial Vehicles Waste Services	1,478,164	4,200,000	-	-
Commercial Vehicles Co-mingle Recycling	1,189,000	-	-	-
Commercial Vehicles Street Cleanse	164,000	-	-	-
Hostile Vehicle Measures	700,000	701,000	-	-
Total EHPC Schemes	3,542,328	6,420,815	-	-
Public Realms Transport for London Funded Schemes				
Maintenance (TFL)	1,877	-	-	-
Local Transport Fund (TFL)	50,000	150,000	-	-
Corridors (TFL)	597,105	2,932,895	-	-
Mayors Air Quality Fund	99,220	-	-	-
Zero Emissions Network	4,600	-	-	-
Low Emission Neighbourhood	200,898	-	-	-
Neighbourhoods of the Future	252,616	-	-	-
Liveable Neighbourhoods (TfL)	37,300	548,000	-	-
Total Public Realms Transport for London Funded Schemes	1,243,616	3,630,895	-	-
Parking and Market Schemes				
Hackney Street Markets Strategy	51,828	320,000	-	-
Total Parking and Market Schemes	51,828	320,000	-	-
Other Services Neighbourhoods				
Enforcement Strategy database	-	900,000	-	-
Total Other Services	-	900,000	-	-
Regulatory Services				
Hackney Central AAP Town Centre	-	64,000	-	-

Planning and Building Control	-	15,000	-	-
Total Regulatory Services	-	79,000	-	-
Safer Communities Capital				
Commercial Vehicles CCTV	27,331	-	-	-
Ashwin Street and St Johns CCTV	5,484	12,000	-	-
Shoreditch CCTV Cameras	150,000	1,061,700	288,000	-
Total Safer Communities Capital	182,815	1,073,700	288,000	-
Regeneration				
Dalston Town Centre Management Projects S106	-	42,729	-	-
Dalston Square Open Space	-	8,075	-	-
Affordable Workspace Space Studio	-	106,000	-	-
Hackney Central Town Centre Management Project	-	34,079	-	-
Dalston (CE)	-	43,425	-	-
Tralawney Pocket Park	-	4,039	-	-
Hackney Wick Regeneration	36,729	177,167	-	-
Dalston Public Toilets	-	74,999	-	-
80-80a Eastway, Hackney Wick (GLA)	200,000	535,325	-	-
Trowbridge (GLA)	10,000	50,000	-	-
Ridley Road Improvements	70,000	320,868	-	-
Total Regeneration	316,729	1,396,706	-	-
Total Budget Neighbourhoods and Housing - Non-Housing	19,253,623	44,566,065	14,095,204	10,655,000
Total Non - Housing Budget	119,238,973	175,870,723	71,339,205	97,290,485
Housing				
Asset Management Plan Capital Schemes HRA				
Decent Homes	432,904	-	-	-
Housing Investment Programme North West	11,264,066	24,932,433	25,027,011	21,092,446
Housing Investment Programme Central	11,325,654	53,614	-	-
Housing Investment Programme South West	5,183,890	2,875,169	-	-

Estate Lighting	490,354	1,223,245	840,648	857,461
Ventilation Systems	254,000	539,374	350,270	357,275
CCTV upgrade	562,750	1,479,890	1,167,567	1,190,918
Door Entry System (Replacements)	737,902	808,419	700,540	714,551
Drainage	400,001	919,269	583,784	595,459
Lifts Major Components	327,460	696,241	408,648	416,821
Domestic Boiler Replacement and Central Heating	2,000,000	2,077,078	2,335,134	2,381,836
Replace Play Equipment	60,000	103,854	116,757	119,092
Road and Footpath Renewals	200,000	207,708	233,513	238,184
Void Re-Servicing	2,000,000	2,077,078	2,335,134	2,381,836
Water Mains and Boosters	240,000	467,100	350,270	357,275
Disabled Adaptations	1,199,999	1,038,539	1,167,567	1,190,918
Health and Safety and Major Replacement	1,307,059	699,288	206,659	210,792
Community Halls Major Repairs and Disability Discrimination Act	587,521	415,416	467,027	476,367
Lift Renewals	143,000	3,057,753	1,634,594	1,667,285
Integrated Housing Management System	2,000,000	2,077,078	2,335,134	2,381,836
Boiler House Major Works	865,566	366,042	583,784	595,459
Fire Risk Works	6,300,277	15,459,207	9,010,804	14,291,016
Planned and Reactive Water Mains	100,000	127,472	116,757	119,092
High Value Repairs / Improvements and Works	2,000,000	2,302,526	2,335,134	2,381,836
Lightning Conductors	680,000	311,562	350,270	357,275
Estate Boundary Security Improvement	100,000	103,854	116,757	119,092
Garage Review	400,000	207,708	233,513	238,184
Capitalised Salaries	5,000,000	5,192,695	5,837,835	4,914,369
Lateral Mains	471,991	1,275,773	875,675	893,189
Re-wire	60,000	1,663,124	700,540	714,551
Green Initiatives	168,926	2,454,386	1,517,837	1,548,193
Cycle Facilities	-	588,390	291,892	297,730
Contingency Planned Maintenance	-	4,077,078	2,335,134	2,381,836
District Heating System	318,567	-	-	-

Major Legal Disrepairs	-	200,000	-	-
Hardware Smoke Alarms	46,756	-	-	-
Gypsy and Travellers Bungalow Roof Repair	-	407,708	233,513	238,184
Better Estates Cherbury Court	1,300,000	-	-	-
Land and Building Acquisition Sherry Wharf	-	18,103	-	-
Commercial Properties	1,000,001	207,708	233,513	238,184
Commercial Vehicles Building Maintenance	437,730	-	-	-
Gascoyne Community Hall Refurbishment	132,858	32,196	-	-
Recycling Scheme	412,000	767,293	583,784	595,459
Bridport	382,352	-	-	-
Total Asset Management Plan Capital Schemes HRA	60,893,585	81,511,369	65,617,000	66,554,000
Council Capital Schemes				
Borough Wide Housing Under Occupation	2,135,325	182,886	636,500	649,500
Fresh Start Scheme	9,662	-	-	-
Hostels - Major Repairs	429,330	624,000	636,500	649,500
55 Albion Grove Hostel Re-Fit	401,979	-	-	-
Total Council Capital Schemes	2,976,296	806,886	1,273,000	1,299,000
Private Sector Housing Schemes				
Disabled Facilities Grant	1,050,000	1,898,040	1,782,480	1,818,130
General repairs grant (GRG)	204,000	208,100	212,200	216,444
Landlords grant (LLG)	-	40,600	-	-
Warmth and Security Grant (WSG)	200,000	174,860	127,320	129,866
Total Private Sector Housing Schemes	1,454,000	2,321,600	2,122,000	2,164,440
Estate Regeneration Programme				
Estate Renewal Implementation	3,744,053	-	-	-
Bridge House Phase 2	5,421,105	-	-	-
Tower Court	11,145,534	13,117,218	14,225,500	5,013,470
Kings Crescent Phase 1 and 2	49,867	-	-	-
Kings Crescent Phase 3 and 4	1,076,360	5,610,549	16,578,188	28,068,376
Colville Phase 2	2,023,557	-	10,484	-

Colville Phase 1 (Bridport)	315,427	-	-	-
Colville phase 3	186,760	-	-	-
St Leonard's Court	4,246,194	52,052	9,936	-
Frampton Park Regeneration	3,494,276	2,422,942	106,710	-
Aikin Court	140,621	-	-	-
Great Eastern Building	41,772	-	-	-
King Edwards Road	1	-	-	-
Nightingale	435,449	2,487,875	5,606,337	8,224,065
Alexandra National	51,480	-	-	-
Marian Court Phase 3	757,017	1,994,384	12,525,493	14,274,487
Colville phase 4	1,026,682	-	-	-
Colville phase 5	27,950	-	-	-
Colville phase 6	21,135	-	-	-
Colville phase 7	82	-	-	-
Lyttelton House	3,629,109	2,931,852	112,630	-
Colville Phase 2C	1,001,290	702,194	2,313,878	5,770,436
Sheep Lane - S106	20,000	-	-	-
Total Estate Regeneration Programme	38,855,721	29,319,066	51,489,156	61,350,834
Housing Supply Programme				
Housing Supply Programme	2,050,794	-	-	-
Gooch House	62,715	349,011	-	-
Whiston Road	77,452	-	-	-
Shaftesbury Street	-	399,247	780,067	1,407,028
Wimbourne Street	144,056	635,145	3,746,318	6,547,482
Buckland Street	119,661	136,307	3,102,502	6,706,294
Murray Grove	322,544	934,248	-	-
Downham Road 1	141,697	540,242	969,655	4,604,960
Downham Road 2	204,083	359,975	69,355	2,184,673
Balmes Road	185,591	580,346	414,340	2,102,998
Pedro Street	111,219	6,234,471	2,196,391	-

Mandeville Street	1,743,870	1,259,194	74,954	-
Tradescant House	92,183	90,779	1,285,495	2,712,915
Lincoln Court	252,700	1,079,594	374,317	1,054,902
Rose Lipman Project	189,920	1,657,504	1,576,348	4,594,141
Woolridge Way	163,429	287,308	1,321,288	2,831,767
81 Downham Road	437,205	2,252,123	1,861,973	6,941,613
Daubeney Road	295,244	3,658,258	294,390	-
Total Housing Supply Programme	6,594,364	20,453,751	18,067,394	41,688,773
Other Regeneration Schemes				
Kick Start Programme	10,000	-	-	-
Stock Transfer to Housing Associations	3,000	-	-	-
Other Heads	1,609,404	144,754	84,454	-
Woodberry Down Buybacks	13,902,852	10,845,035	6,414,993	5,070,000
Woodberry Down Phase 2-5	60,000	285,923	112,866	-
Woodberry Down Tenancy Agreement	6,042	-	-	-
Total Other Regeneration Schemes	15,591,298	11,275,711	6,612,313	5,070,000
Total Budget	126,365,265	145,688,383	145,180,862	178,127,047
Total Housing Budget	126,365,265	145,688,383	145,180,862	178,127,047
Total Capital Budget	245,604,238	321,559,106	216,520,068	275,417,532

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Cabinet

24 FEBRUARY 2020

**2020/2021 BUDGET
AND
COUNCIL TAX REPORT**

KEY DECISION NO. FCR Q44

Appendix 8

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Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
CACH	ADULT SOCIAL CARE	ADULT SOCIAL CARE	ADULT SOCIAL CARE					
CACH	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Respite Care, P&V for older persons over 65 (per week)		104.30		0.0%	Inflation uplift set Nationally. Awaiting 20/21 rates to be published
CACH	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Respite Care, P&V for Adults between the ages of 25 and 59 yrs (per week)		48.20		0.0%	Inflation uplift set Nationally. Awaiting 20/21 rates to be published
CACH	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Respite Care, P&V for Adults between the ages of 18 and 24 yrs (per week)		33.00		0.0%	Inflation uplift set Nationally. Awaiting 20/21 rates to be published
CACH	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Meals in house including tea and coffee (per meal)	4.04	3.97		1.7%	Increase based on CPI
CACH	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Meals on wheels (per meal)		3.13		0.0%	Meal on Wheels service has ceased - This can be removed from the Fees & Charges schedule going forward.
CACH	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Respite Care, in house for older persons over 65 (per week)		104.30		0.0%	Inflation uplift set Nationally. Awaiting 20/21 rates to be published
CE	ADVERTISING	ADVERTISING	ADVERTISING					
CE	ADVERTISING	ADVERTISING	Leaflet distribution (90,000–100,000)	£40 per 1,000	£35 per 1,000			
N&H	BUILDING CONTROL	BUILDING CONTROL	BUILDING CONTROL					
N&H	BUILDING CONTROL	Section 30 and 80 of London Building Acts (As Amended) Act 1939	Section 30 and 80 of London Building Acts (As Amended) Act 1939					
N&H	BUILDING CONTROL	Minor Works	Minor Works					
N&H	BUILDING CONTROL	Minor Works	Section 80 - Notification of Demolition of Buildings	#REF!	260.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Charges for Dangerous Structures Notice	Charges for Dangerous Structures Notice					
N&H	BUILDING CONTROL	Charges for Dangerous Structures Notice	Survey and Report	#REF!	150.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Charges for Dangerous Structures Notice	Administration Charge	#REF!	200.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Solicitors Enquiries	Solicitors Enquiries					
N&H	BUILDING CONTROL	Solicitors Enquiries	Solicitors Enquiries (plus 20% VAT - resulting fee £66.00)	#REF!	55.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	Table A - New Build Dwelling Charges - Building Act 1984 Regulations					
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	1 Dwelling - Full Plan or Building Notice application (plus 20% VAT)	#REF!	580.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	1 Dwelling - Regularisation application (VAT not applicable)	#REF!	696.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	2 Dwellings - Full Plan or Building Notice application (plus 20% VAT)	#REF!	773.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	2 Dwelling - Regularisation application (VAT not applicable)	#REF!	927.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	3 Dwellings - Full Plan or Building Notice application (plus 20% VAT)	#REF!	966.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	3 Dwelling - Regularisation application (VAT not applicable)	#REF!	1,159.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	4 Dwellings - Full Plan or Building Notice application (plus 20% VAT)	#REF!	1,159.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	4Dwelling - Regularisation application (VAT not applicable)	#REF!	1,391.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	5 Dwellings - Full Plan or Building Notice application (plus 20% VAT)	#REF!	1,352.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	5 Dwelling - Regularisation application (VAT not applicable)	#REF!	1,623.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations					
N&H	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Full Plan Applications					
N&H	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Extensions less than 10m2 - Full Plan or Building Notice application (plus 20% VAT)	#REF!	483.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Extensions less than 10m2 - Regularisation application (VAT not applicable)	#REF!	580.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Extensions 10m2 to 40m2 - Full Plan or Building Notice application (plus 20% VAT)	#REF!	507.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Extensions 10m2 to 40m2 - Regularisation application (VAT not applicable)	#REF!	609.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Extensions 40m2 to 60m2 - Full Plan or Building Notice application (plus 20% VAT)	#REF!	555.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% Increase/decrease	Reason for increase
N&H	PLANNING	Street Naming and Numbering	Naming building and numbering, up to 20, flats or commercial units that are served by a communal entrance	#REF!	263.00		#REF!	Increase by CPI as at August 2019 2.3%, rounded to nearest £
N&H	PLANNING	Street Naming and Numbering	Naming building and numbering, between 21 to 50, flats or commercial units that are served by a communal entrance	#REF!	420.00		#REF!	Increase by CPI as at August 2019 2.3%, rounded to nearest £
N&H	PLANNING	Street Naming and Numbering	Naming building and numbering, between 51 and 100, flats or commercial units that are served by a communal entrance	#REF!	630.00		#REF!	Increase by CPI as at August 2019 2.3%, rounded to nearest £
N&H	PLANNING	Street Naming and Numbering	Naming building and numbering, more than 100, flats or commercial units that are served by a communal entrance	#REF!	0.00			
N&H	PLANNING	Planning Performance Agreements (PPA)	Planning Performance Agreements (PPA)					
N&H	PLANNING	Planning Performance Agreements (PPA)	Category 1: up to 150 residential units and/or up to 10,000 sqm of non-residential floorspace	14,520.00	14,520.00		0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H	PLANNING	Planning Performance Agreements (PPA)	Category 2: 150 to 400 Units and/or up to 50,000sqm of non residential floorspace	25,200.00	25,200.00		0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H	PLANNING	Planning Performance Agreements (PPA)	Category 3: Post Planning PPA – for discharge of conditions, s106/CIL matters, non material and minor material amendments	£355 per specialist condition	£355 per specialist condition	£16	0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H	PLANNING	Planning Performance Agreements (PPA)	Category 4: Bespoke PPA – for large scale, complex developments requiring significant resources	On a case by case basis	On a case by case basis		0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H	PLANNING	Optional Bespoke Services for Planning Performance Agreements	Optional Bespoke Services for Planning Performance Agreements					
N&H	PLANNING	Optional Bespoke Services for Planning Performance Agreements	Major Site Review	1,332.00	1,332.00		0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H	PLANNING	Optional Bespoke Services for Planning Performance Agreements	Review by Pre-App Sub Committee	1,116.00	1,116.00		0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H	PLANNING	Optional Bespoke Services for Planning Performance Agreements	Focussed Workshop Meeting	942.00	942.00		0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H	PLANNING	Design Officer Services	Design Officer Services					
N&H	PLANNING	Design Officer Services	Design Review Panel	1,926.00	1,926.00		0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H	PLANNING	Design Officer Services	Bespoke Design Officer Developer Meeting	1,082.00	1,082.00		0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H								
N&H	PLANNING	Policy Document Requests	Policy Document Requests					
N&H	PLANNING	Policy Document Requests	Supplementary Planning Documents and Area Action Plans	25.00	25.00		0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H	PLANNING	Policy Document Requests	Development Plan Documents	40.00	40.00		0.0%	Increased in 2018/19 by 20%- To be reviewed in 2020
N&H	PLANNING	Section 30 - (VAT not applicable) - Building Control	Section 30 - (VAT not applicable) - Building Control					
N&H	BUILDING CONTROL	Section 30 - (VAT not applicable) - Building Control	Simple special or temporary structure	#REF!	115.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Putting up temporary building or structure to be used for a special event as follows:					
N&H	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Grandstand	#REF!	325.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Stage	#REF!	325.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Framed tower for loudspeakers, lighting, video screens etc.	£141.00 (+50% for ea	£125.00 (+50% for each addition		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Event gtries	#REF!	115.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Event Marquees or tents up to 3 of same design	#REF!	115.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Event fencing	#REF!	115.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Other structures of a complex nature	#REF!	325.00		#REF!	Review by Building Control Service in Oct/Nov 2019. Benchmarked against other Local Authorities. Fees set to achieve full cost recovery.
N&H	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Other	#REF!	0.00		0.0%	
CACH	CHILDREN SERVICES	CHILDREN SERVICES	CHILDREN SERVICES					
CACH	CHILDREN SERVICES	Inter Agency Charge per week per carer for temporary/short term foster care (Consortium)	Inter Agency Charge per week per carer for temporary/short term foster care (Consortium)	150.00	150.00		0.0%	No change - fee set by consortium
CACH	CHILDREN SERVICES	Inter Agency Charge per week per carer for temporary/short term foster care (Non-Consortium)	Inter Agency Charge per week per carer for temporary/short term foster care (Non-Consortium)	200.00	200.00		0.0%	No change - set internally (agreed by Sarah Wright)

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
CACH	CHILDREN SERVICES	Inter Agency Charges - Charge per family for Adoption per child for Local Authorities outside London	Inter Agency Charges - Charge per family for Adoption per child for Local Authorities outside London	27,000.00	27,000.00		0.0%	No change - Agreed by HoS
CACH	CHILDREN SERVICES	Inter Agency Charges - Charge per family for Adoption per child for Local Authorities within London	Inter Agency Charges - Charge per family for Adoption per child for Local Authorities within London	29,700.00	29,700.00		0.0%	No change - Agreed by HoS
CE	COUNCIL VENUES	COUNCIL VENUES	COUNCIL VENUES					
CE	COUNCIL VENUES	Hackney Town Hall	Hackney Town Hall					
CE	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour Hackney Town Hall Assembly Hall (Mon - Fri)	300.00	300.00		0.0%	Rates still competitive after significant increase last year
CE	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour Hackney Town Hall Assembly Hall (Sat, Sun & BH)	370.00	370.00		0.0%	Rates still competitive after significant increase last year
CE	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour Hackney Town Hall Assembly Room (one third of space) (Mon - Fri)	195.00	195.00		0.0%	Rates still competitive after significant increase last year
CE	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall Assembly Hall (Mon-Fri)	90.00	75.00		20.0%	This rate has not been increased for years and the cost for staffing has gone up drastically.
CE	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall Assembly Hall (Sat, Sun & BH)	120.00	90.00		33.3%	This rate has not been increased for years and the cost for staffing has gone up drastically.
CE	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate per hour Hackney Town Hall Assembly Room (one third of space) (Mon - Fri)	90.00	75.00		20.0%	This rate has not been increased for years and the cost for staffing has gone up drastically.
CE	COUNCIL VENUES	Hackney Town Hall	Community & Charity Rate per hour Hackney Town Hall Assembly Hall (Mon - Thu)	195.00	195.00		0.0%	
CE	COUNCIL VENUES	Hackney Town Hall	Community & Charity Rate per hour Hackney Town Hall Assembly Hall (one third of space) (Mon - Thu)	130.00	130.00		0.0%	
CE	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall Assembly Hall (Mon-Thu)	90.00	75.00		20.0%	
CE	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour Hackney town Hall South Courtyard (Mon-Fri)	250.00	250.00		0.0%	
CE	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour Hackney town Hall South Courtyard (Sat, Sun & BH)	350.00	350.00		0.0%	
CE	COUNCIL VENUES	Hackney Town Hall						
CE	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall Courtyards (Mon-Fri)	90.00	75.00		20.0%	This rate has not been increased for years and the cost for staffing has gone up drastically.
CE	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall Courtyard (Sat, Sun & BH)	120.00	90.00		33.3%	This rate has not been increased for years and the cost for staffing has gone up drastically.
CE	COUNCIL VENUES	Hackney Town Hall						
CE	COUNCIL VENUES	Hackney Town Hall	Community & Charity Rate per hour Hackney Town Hall South Courtyard (Mon - Thu 9am-5pm)	165.00	163.00		1.2%	Even out the figure
CE	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall South Courtyard (Mon-Thu 9am-5pm)	90.00	75.00		20.0%	This rate has not been increased for years and the cost for staffing has gone up drastically.
CE	COUNCIL VENUES	Hackney Town Hall						
CE	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour HTH Council Chamber (Mon-Fri)	250.00	300.00		-16.7%	Was priced too high and uptake was limited
CE	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour HTH Council Chamber (Sat, Sun & BH)	300.00	370.00		-18.9%	Was priced too high and uptake was limited
CE	COUNCIL VENUES	Hackney Town Hall	Ceremony Rate per 50mins in HTH Committee Rooms	329.00	315.00		4.4%	Same price but includes staffing in figure
CE	COUNCIL VENUES	Hackney Town Hall						
CE	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour HTH Civic Suite / Committee Rooms (Mon-Fri)	150.00	150.00		0.0%	Was priced too high and uptake was limited
CE	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour HTH Civic Suite / Committee Rooms (Sat, Sun & BH)	200.00	250.00		-20.0%	Was priced too high and uptake was limited
CE	COUNCIL VENUES	Hackney Town Hall	Ceremony Rate per 50mins in HTH Committee Rooms	329.00	315.00		4.4%	Same price but includes staffing in figure
CE	COUNCIL VENUES	Stoke Newington Town Hall	Stoke Newington Town Hall					
CE	COUNCIL VENUES	Stoke Newington Town Hall	Commercial Rate per hour Stoke Newington Council Chamber (Mon-Thurs)	75.00	70.00		7.1%	No change following benchmarking of charging in this area
CE	COUNCIL VENUES	Stoke Newington Town Hall	Commercial Rate per hour Stoke Newington Council Chamber (Fri-Sun & BH)	200.00	245.00		-18.4%	
CE	COUNCIL VENUES	Stoke Newington Town Hall	Ceremony Rate per 50mins in SNTH Council Chamber	279.00	245.00		13.9%	Same price but includes staffing

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
CE	COUNCIL VENUES	Stoke Newington Town Hall	Community & Charity Rate per hour Stoke Newington Council Chamber (Mon-Thurs)	50.00	45.00		11.1%	No change following benchmarking of charging in this area
CE	COUNCIL VENUES	Stoke Newington Town Hall	Commercial Rate per hour Stoke Newington Assembly Hall (Mon - Fri)	210.00	210.00		0.0%	
CE	COUNCIL VENUES	Stoke Newington Town Hall	Commercial Rate per hour Stoke Newington Assembly Hall (Sat, Sun & BH)	250.00	250.00		0.0%	
CE	COUNCIL VENUES	Stoke Newington Town Hall	Set Up per hour (Max 3 hours) Commercial Rate per hour Stoke Newington Assembly Hall (Mon - Fri)	90.00	75.00		20.0%	This rate has not been increased for years and the cost for staffing has gone up drastically.
CE	COUNCIL VENUES	Stoke Newington Town Hall	Set Up per hour (Max 3 hours) Commercial Rate per hour Stoke Newington Assembly Hall (Sat, Sun & BH)	120.00	90.00		33.3%	This rate has not been increased for years and the cost for staffing has gone up drastically.
CE	COUNCIL VENUES	Stoke Newington Town Hall	Community & Charity Rate per hour Stoke Newington Assembly Hall (Mon - Thurs)	135.00	160.00		-15.6%	Reduction in order to increase both internal as well as external bookings mid-week
CE	COUNCIL VENUES	Stoke Newington Town Hall	Set Up per hour (Max 3 hours) Community & Charity Rate per hour Stoke Newington Assembly Hall (Mon - Thu)	90.00	75.00		20.0%	This rate has not been increased for years and the cost for staffing has gone up drastically.
CE	COUNCIL VENUES	Stoke Newington Town Hall	Community & Hackney Residents Rate per hour Stoke Newington Assembly Hall (Sat, Sun & BH)					
CE	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Drawing Room (Mon - Thur)	150.00	130.00		15.4%	Increase in staffing and utility costs - comp check was done as well to match against other venues
CE	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Drawing Room (Fri - Sun)	180.00	160.00		12.5%	Increase in staffing and utility costs - comp check was done as well to match against other venues
CE	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Dining Room (Mon - Thur)	150.00	130.00		15.4%	Increase in staffing and utility costs - comp check was done as well to match against other venues
CE	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Dining Room (Fri - Sun)	180.00	160.00		12.5%	Increase in staffing and utility costs - comp check was done as well to match against other venues
CE	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Church Room (Mon - Fri 9am - 5pm)	70.00	60.00		16.7%	Increase in staffing and utility costs - comp check was done as well to match against other venues
CE	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Church Room (Mon - Fri 5pm - 12am & Sat & Sun 9am - 12am)	90.00	80.00		12.5%	Increase in staffing and utility costs - comp check was done as well to match against other venues
CE	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House New River Room (Mon - Fri 9am - 5pm)	70.00	60.00		16.7%	Increase in staffing and utility costs - comp check was done as well to match against other venues
CE	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House New River Room (Mon - Fri 5pm - 12am & Sat & Sun 9am - 12am)	90.00	80.00		12.5%	Increase in staffing and utility costs - comp check was done as well to match against other venues
CE	COUNCIL VENUES	Clissold House	Charity, Internal & local business Rate per hour Clissold House Drawing Room (Mon - Fri 08.30 - 16.30)	80.00		80.00		New Rate - due to distinction between community and charity rates.
CE	COUNCIL VENUES	Clissold House	Charity, Internal & local business Rate per hour Clissold House Dining Room (Mon - Fri 08.30 - 16.30)	80.00		80.00		New Rate - due to distinction between community and charity rates.
CE	COUNCIL VENUES	Clissold House	Charity, Internal & local business Rate per hour Clissold House New River Room (Mon - Fri 08.30 - 16.30)	40.00		40.00		New Rate - due to distinction between community and charity rates.
CE	COUNCIL VENUES	Clissold House	Charity, Internal & local business Rate per hour Clissold House Church View Room (Mon - Fri 08.30 - 16.30)	40.00		40.00		New Rate - due to distinction between community and charity rates.
CE	COUNCIL VENUES	Clissold House	Community Groups Rate per hour Clissold House Drawing Room (Mon - Fri 08.30 - 16.30)	40.00	69.00		-42.0%	New Rate - due to distinction between community and charity rates.
CE	COUNCIL VENUES	Clissold House	Community Groups Rate per hour Clissold House Drawing Room (Mon - Fri 08.30 - 16.30)	40.00	69.00		-42.0%	New Rate - due to distinction between community and charity rates.
CE	COUNCIL VENUES	Clissold House	Community Groups Rate per hour Clissold House Drawing Room (Mon - Fri 08.30 - 16.30)	25.00	34.00		-26.5%	New Rate - due to distinction between community and charity rates.
CE	COUNCIL VENUES	Clissold House	Community Groups Rate per hour Clissold House Drawing Room (Mon - Fri 08.30 - 16.30)	25.00	34.00		-26.5%	New Rate - due to distinction between community and charity rates.
CE	COUNCIL VENUES	Charity/Community Rate	Charity/Community Rate		35% on hire rate			
CE	COUNCIL VENUES	Extras	Extras					

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
CE	COUNCIL VENUES	Extras	Temporary Event Notice Application	80.00	80.00		0.0%	Rates still competitive after significant increase last year
CE	COUNCIL VENUES	Extras	Commission on staff and equipment	10%				Rates still competitive after significant increase last year
CE	COUNCIL VENUES	Extras	Commission for Food and Beverage	10%				Rates still competitive after significant increase last year
CE	COUNCIL VENUES	Extras	Admin Fee	50.00	50.00		0.0%	Rates still competitive after significant increase last year
CE	COUNCIL VENUES	Extras	Damage Deposit Town Halls Assembly Halls	1,000.00	1,000.00		0.0%	Rates still competitive after significant increase last year
CE	COUNCIL VENUES	Extras	Damage Deposit Clissold House	500.00	500.00		0.0%	Rates still competitive after significant increase last year
CE	DEBT COLLECTION	DEBT COLLECTION	DEBT COLLECTION					
F&R	DEBT COLLECTION	Court costs (Non-payment of Council tax)	Court costs (Non-payment of Council tax)					
F&R	DEBT COLLECTION	Court costs (Non-payment of Council tax)	Summons	67.00	67.00		0.0%	Charge reflects appropriate cost recover
F&R	DEBT COLLECTION	Court costs (Non-payment of Council tax)	Liability order	8.50	8.50		0.0%	
F&R	DEBT COLLECTION	Court costs (Non-payment of Council tax)	Total cost	75.50	75.50		0.0%	
F&R	DEBT COLLECTION	Court costs (Non-payment of NNDR)	Court costs (Non-payment of NNDR)					
F&R	DEBT COLLECTION	Court costs (Non-payment of NNDR)	Summons	92.00	92.00		0.0%	
F&R	DEBT COLLECTION	Court costs (Non-payment of NNDR)	Liability order	8.50	8.50		0.0%	
F&R	DEBT COLLECTION	Court costs (Non-payment of NNDR)	Total cost	100.50	100.50		0.0%	
N&H	ENFORCEMENT	Litter and Waste	Litter and Waste					
N&H	ENFORCEMENT	Litter and Waste	Litter (depositing)	150.00	150.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Litter (depositing) FPN early payment	95.00	95.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste		2500-5000	2500-5000		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Breach of a Street Litter Control Notice or a Litter Cleaning Notice	110.00	110.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Breach of a Street Litter Control Notice or a Litter Cleaning Notice (FPN early payment)	60.00	60.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Breach of a Street Litter Control Notice or a Litter Cleaning Notice (Max.Penalty in court)	2,500.00	2,500.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Commercial dumping of waste	300.00	300.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Commercial dumping of waste (FPN Early Payment)	180.00	180.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Commercial dumping of waste (Max. Penalty in court)	50,000.00	50,000.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Residential dumping of waste	100.00	100.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Residential dumping of waste(FPN early payment)	60.00	60.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Residential dumping of waste (max.Penalty in court)	1,000.00	1,000.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Failure to produce waste Transfer Notes	300.00	300.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Failure to produce waste Transfer Notes (FPN early payment)	180.00	180.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Failure to produce waste Transfer Notes (max.Penalty in court)	5000 - unlimited	5000 - unlimited		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Failure to provide Waste Transfer Notes	300.00	300.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Failure to provide Waste Transfer Notes (FPN early payment)	180.00	180.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Failure to provide Waste Transfer Notes (max.Penalty on court)	5,000.00	5,000.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Breach of a waste receptacle notice	110.00	110.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Breach of a waste receptacle notice(FPN early rEPA Environmental Protection yment)	60.00	60.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Litter and Waste	Breach of a waste receptacle notice(max. penalty in court)	1,000.00	1,000.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Graffiti, Fly tipping, dog control					
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Graffiti	80.00	80.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Graffiti (FPN early repayment)	50.00	50.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Graffiti (max.penalty in court)	2500-20000	2500-20000		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Fly posting	80.00	80.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Fly posting (FPN early payment)	50.00	50.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Fly posting (max.penalty in court)	2,500.00	2,500.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Unauthorised distribution of literature on designated land	80.00	80.00		0.0%	No Change - Fees Determined by Statute

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Unauthorised distribution of literature on designated land (FPN early payment)	50.00	50.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Unauthorised distribution of literature on designated land(Max.penalty in court)	2,500.00	2,500.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Breach of dog control conditions	80.00	80.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Breach of dog control conditions(FPN early payment)	50.00	50.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Breach of dog control conditions(max. penalty in court)	1,000.00	1,000.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Failure to remove dog fouling(max.penalty in court)	1,000.00	1,000.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Breach of a waste receptacle notice(max. penalty in court)	Environmental Enforcement Officer Case Time Costs (per Hour)	65.00	65.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Highways and street trading	Highways and street trading					
N&H	ENFORCEMENT	Highways and street trading	Obstruction of highways ('A' Boards, unlicensed skips,scaffolding, unlicensed hoarding, temporary cross over etc)	100.00	100.00		0.0%	No Change
N&H	ENFORCEMENT	Highways and street trading	Contraventions of street trading conditions or failure to produce street trading license on demand	100.00	100.00		0.0%	No Change
N&H	ENFORCEMENT	Highways and street trading	unlicensed street trading	150.00	150.00		0.0%	No Change
N&H	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Anti-Social Behaviour Crime and Disorder Act 2014					
N&H	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Community Protection Notice FPN	100.00	100.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Community Protection Notice FPN (early Payment minimum)	50.00	50.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Community Protection Notice FPN (max. penalty in court for individuals)	2,500.00	2,500.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Community Protection Notice FPN (max. penalty in court for businesses)	20,000.00	20,000.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Public Space Prtection Order	100.00	100.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Public Space Prtection Order (early FPN Payment minimum)	50.00	50.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Public Space Prtection Order (max.penalty in court)	1,000.00	1,000.00		0.0%	No Change - Fees Determined by Statute
N&H	ENFORCEMENT	Environmental Protection Act 1990 section 33 - Environmental	Environmental Protection Act 1990 section 33 - Environmental					
N&H	ENFORCEMENT	Environmental Protection Act 1990 section 33 - Environmental	Fly Tipping FPN	400.00	400.00		0.0%	No Change- Maximum Penalty Allowable by external regulation
N&H	ENFORCEMENT	Environmental Protection Act 1990 section 33 - Environmental	Fly Tipping FPN (Discounted FPN if paid within 10 days)	250.00	250.00		0.0%	No Change -Discounts will be reviewed in 2019
N&H	ENFORCEMENT	Graffiti, Fly tipping, dog control	Graffiti, Fly tipping, dog control					
N&H	ENFORCEMENT	Graffiti, Fly tipping, dog control	Failure to remove dog fouling	80.00	80.00		0.0%	No Change- Fixed by external regulation
N&H	ENFORCEMENT	Graffiti, Fly tipping, dog control	Failure to remove dog fouling (PCN Early Payment)	50.00	50.00		0.0%	No Change -Discounts will be reviewed in 2020
N&H	ENFORCEMENT	FOOD HYGIENE	FOOD HYGIENE					
N&H	BUSINESS REGULATION	Food Hygiene Rating Scheme	Food Hygiene Rating Scheme					
N&H	BUSINESS REGULATION	Food Hygiene Rating Scheme	Re- Inspection of Business Premises	179.00	179.00		0.0%	No change- fees already achieve full cot recovery
N&H	ENFORCEMENT	BEREAEMENT - FUNERAL COSTS	BEREAEMENT - FUNERAL COSTS					
N&H	BUSINESS REGULATION	BEREAEMENT - FUNERAL COSTS	Complex cases including referral to Treasury Solicitor	#REF!	525.30		#REF!	Fees increased by August 2019 CPI
N&H	BUSINESS REGULATION	BEREAEMENT - FUNERAL COSTS	Non complex cases	#REF!	210.10		#REF!	Fees increased by August 2019 CPI
N&H	BUSINESS REGULATION	BEREAEMENT - FUNERAL COSTS	Searches for Homerton Hospital	#REF!	210.10		#REF!	Fees increased by August 2019 CPI
N&H	BUSINESS REGULATION	BEREAEMENT - FUNERAL COSTS	Property Protection Care Act 2014 (hourly rate)	#REF!	46.25		#REF!	Fees increased by August 2019 CPI
N&H	ENFORCEMENT	Closed Circuit Television (CCTV)	Closed Circuit Television (CCTV)					
N&H	ENFORCEMENT	ENFORCEMENT	CCTV - Review of evidence	27.50	27.50		0.0%	No Change - The fees were increased in April 2017 to ensure full cost recovery. To be reviewed in 2020
N&H	ENFORCEMENT	ENFORCEMENT	CCTV - Production of evidence	110.00	110.00		0.0%	No Change - The fees were increased in April 2017 to ensure full cost recovery. To be reviewed in 2021
N&H	ENVIRONMENTAL SERVICES	Pollution	Environmental Serices - Pollution					
N&H	ENVIRONMENTAL SERVICES	Pollution	Application fee for a permit for an installation: Part B activity or solvent emission activity					
N&H	ENVIRONMENTAL SERVICES	Pollution	I. Any Part 1 reduced fee activity (other than those in items II and vehicle refinishers)	155.00	155.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	ENVIRONMENTAL SERVICES	Pollution	II. Petrol vapour recovery PVR stage I (at pump) & PVR stage II (at the tanks and pumps) carried on at the same service station	257.00	257.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	III. Vehicle refinishers(b), any Part 2 reduced fee activity, any Part 3 reduced fee activity or any Part 4 reduced fee activity	362.00	362.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	IV. Any other Part B activity or any other solvent emission activity (previously Standard Permit)	1,650.00	1,650.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Reduced fee activity; Additional fee for a late application and where a regulation 33 direction is issued	71.00	71.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Where a direction has been issued under regulation 33 whereby a local authority is to exercise Environment Agency functions in respect of a single permit covering - (a) Part B and waste operations; or (b) solvent emission activities and waste operations; or (c) Part B activities, solvent emission activities and waste operations, then for any activity described in item III or IV above an additional fee.	1,188.00	1,188.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Part B activity or any other solvent emission activity (other than reduced fee activity): Additional fee for a late application and where a regulation 33 direction is issued (previously Standard Permit)					
N&H	ENVIRONMENTAL SERVICES	Pollution	Fee payable for each permit to operate mobile plant	1,650.00	1,650.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permits 1 and 2 - Low Risk	1,650.00	1,650.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permits 3 to 7 (inclusive) - Low Risk	985.00	985.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permit 8 and over - Low Risk	498.00	498.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Mobile plant: Additional fee for a late application and where a regulation 33 direction is issued	71.00	71.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Amount of subsistence charge payable. Charges for each authorised Part B activity or solvent emission activity	1,188.00	1,188.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Low Risk					
N&H	ENVIRONMENTAL SERVICES	Pollution	I. Any Part 1 reduced fee activity (other than those in items II and vehicle refinishers)	79.00	79.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	II. Petrol vapour recovery PVR stage I (at pump) & PVR stage II (at the tanks and pumps) carried on at the same service station	113.00	113.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	III. Vehicle refinishers(b), any Part 2 reduced fee activity, any Part 3 reduced fee activity or any Part 4 reduced fee activity	228.00	228.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	IV. Any other Part B activity or any other solvent emission activity (previously Standard Permit)	772.00	772.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Medium Risk					
N&H	ENVIRONMENTAL SERVICES	Pollution	I. Any Part 1 reduced fee activity (other than those in items II and vehicle refinishers)	158.00	158.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	II. Petrol vapour recovery PVR stage I (at pump) & PVR stage II (at the tanks and pumps) carried on at the same service station	226.00	226.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	III. Vehicle refinishers(b), any Part 2 reduced fee activity, any Part 3 reduced fee activity or any Part 4 reduced fee activity	365.00	365.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	IV. Any other Part B activity or any other solvent emission activity (previously Standard Permit)	1,161.00	1,161.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	High Risk					
N&H	ENVIRONMENTAL SERVICES	Pollution	I. Any Part 1 reduced fee activity (other than those in items II and vehicle refinishers)	237.00	237.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	ENVIRONMENTAL SERVICES	Pollution	II. Petrol vapour recovery PVR stage I (at pump) & PVR stage II (at the tanks and pumps) carried on at the same service station	341.00	341.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	III. Vehicle refinishers(b), any Part 2 reduced fee activity, any Part 3 reduced fee activity or any Part 4 reduced fee activity	548.00	548.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	IV. Any other Part B activity or any other solvent emission activity (previously Standard Permit)	1,747.00	1,747.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Additional fee: where the operator carries on an operation that falls within the reporting obligations of the EC Regulation, a fee is applied to cover authorities cost of collection, quality assurance checking and processing the reported data on pollutants and off-site waste transfers	104.00	104.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Where a direction has been issued under regulation 33 whereby a local authority is to exercise Environment Agency functions in respect of a single permit covering - (a) Part B and waste operations; or (b) solvent emission activities and waste operations; (c) Part B activities, solvent emission activities and waste operations, then an additional subsistence charge is payable as follows (a) (b) (c)					
N&H	ENVIRONMENTAL SERVICES	Pollution	(a) Low risk activity	104.00	104.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	(b) Medium risk activity	156.00	156.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	(c) High risk activity	207.00	207.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	New operator at low risk reduced fee activity	78.00	78.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Mobile Plant: subsistence charge in respect of each permit	626.00	626.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permits 1 and 2 - Low Risk	626.00	626.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permits 3 to 7 (inclusive) - Low Risk	385.00	385.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permit 8 and over - Low Risk	198.00	198.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permits 1 and 2 - Medium Risk	1,034.00	1,034.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permits 3 to 7 (inclusive) - Medium Risk	617.00	617.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permit 8 and over - Medium Risk	314.00	314.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permits 1 and 2 - High Risk	1,551.00	1,551.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permits 3 to 7 (inclusive) - High Risk	924.00	924.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Permit 8 and over - High Risk	473.00	473.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Addition fee to pay subsistence fee in instalments; four equal instalments 1 April, 1st July, 1st October and 1st January of that financial year.	38.00	38.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Reduced subsistence charge: The operator of an installation or mobile plant may apply to the local authority to pay the subsistence charge at a reduced rate (-40%) if qualifying criteria met; if this criteria ceases to apply within 12 months from the date of acceptance notice, the operator shall repay the local authority for the period it has benefitted (TBC), and pay an administrative fee.					
N&H	ENVIRONMENTAL SERVICES	Pollution	Late payment of subsistence charge; if not received within 8 weeks beginning with the date of the issue of the invoice, also applicable if paying in instalments.	52.00	52.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Environmental Permitting Regulations Transfer					

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	ENVIRONMENTAL SERVICES	Pollution	Transfer of a permit authorising a reduced fee activity - partial transfer of permit (no fee payable for total transfer)	47.00	47.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Transfer of permit authorising any other Part B activity or any other solvent emission activity (total transfer) (previously Standard Permit)	497.00	497.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Transfer of permit authorising any other Part B activity or any other solvent emission activity (partial transfer) (previously Standard Permit)	169.00	169.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Mobile plant: joint application for the transfer of a Part B mobile plant permit from the operator to another person ("the plant user") for the fixed period of the hire of that mobile plant, the plant user shall pay to the authority that issued the permit to the operator the following fees (a) (b) (c)					
N&H	ENVIRONMENTAL SERVICES	Pollution	(a) First application between the plant user and operator (covers both the transfer to the plant user and the subsequent transfer of the permit to the operator after the expiry of the fixed period	53.00	53.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	(b) Following the first inspection i) where the same plant user and operator jointly apply for a second time to the same authority for a further fixed period transfer, no fee, unless evidence is available to the local authority of previous non-compliance; or ii) where the joint application is made either by different parties, to another authority, or where there is evidence of previous non-compliance	53.00	53.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Environmental Permitting Regulations Substantial change under regulation 20					
N&H	ENVIRONMENTAL SERVICES	Pollution	Part B activity or any other solvent emission activity (other than reduced fee activity)	1,050.00	1,050.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	A substantial change in operation of an installation which in itself meets any of the thresholds specified for a Part B activity or any other solvent activity	1,650.00	1,650.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Pollution	Reduced fee activities	102.00	102.00		0.0%	Fees and Charges set by DEFRA, 2020/21 not released yet
N&H	ENVIRONMENTAL SERVICES	Asbestos surveys and contractor supervision	Asbestos surveys and contractor supervision					
N&H	ENVIRONMENTAL SERVICES	Asbestos surveys and contractor supervision	Asbestos survey hourly rate	70.00	70.00		0.0%	No Change - at external market level
N&H	ENVIRONMENTAL SERVICES	Asbestos surveys and contractor supervision	Analysis of asbestos bulk sample	10.00	10.00		0.0%	No Change - at external market level
N&H	ENVIRONMENTAL SERVICES	Public Conveniences	Public Conveniences					
N&H	ENVIRONMENTAL SERVICES	Public Conveniences	Use of WC	0.20	0.20		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Animal Warden Service					
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Return fee for dogs	60.00	30.00		100.0%	Increased to cover the officers time (including assessment of the dog) and transport costs
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	boarding fee per night (stray dogs)	25.00	20.00		25.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Boarding fee per night (all other dogs)	25.00	20.00		25.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Out of hours stray dogs collection fee (untagged/un micro chipped)	113.68	113.68		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Out of hours stray dogs collection fee (tagged/micro chipped)	113.68	113.68		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Pet Shops Annual Fee	229.60	229.60		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Additional fees per category	32.32	32.32		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Additional fee for Dangerous Wild Animal	167.18	167.18		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Single Dog day rate	15.00		15.00		
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Single Dog overnight rate (24 Hrs)	20.00		20.00		

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	2 Dogs from the same household sharing Day Rate	25.00		25.00		
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	2 Dogs from the same household sharing Over night Rate	35.00		35.00		
N&H	STREETSCENE	Network Team	Assessment of Construction Management (Logistics) Plans	250.00		250.00		
N&H	ENVIRONMENTAL SERVICE	Insect Control (Prices exclude VAT)	Insect Control (Prices exclude VAT)					
N&H	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Cockroaches	102.30	102.30		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Pharaoh's Ants	102.30	102.30		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Bedbugs	113.70	113.70		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Fleas	113.70	113.70		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Wasps	62.55	62.55		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Other Insects	113.70	113.70		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Rodent Control (prices exclude VAT)	Mice	113.70	113.70		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Rodent Control (prices exclude VAT)	Rats (domestic -owner occupiers only)	113.70	113.70		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Rodent Control (prices exclude VAT)	Rats (commercial)	By Quotation	By Quotation			
N&H	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Block Treatment -per dwelling (prices exclude VAT)					
N&H	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Cockroaches	80.00	75.00		6.7%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Pharaoh's Ants	80.00	80.00		0.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Cockroaches & ants	160.00	155.00		3.2%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Mice	75.00	75.00		0.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Survey	15.00	15.00		0.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Rats on Estates (per treatment)	113.70	113.70		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Clinical Waste (prices exclude VAT)	Clinical Waste (prices exclude VAT)					
N&H	ENVIRONMENTAL SERVICES	Clinical Waste (prices exclude VAT)	Clinical Waste per bag	8.88	8.88		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Clinical Waste (prices exclude VAT)	Household Clinical Waste over 3,000 bags/boxes, (including hospitals, special schools, hospices)	3.80	3.80		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Clinical Waste (prices exclude VAT)	Household Clinical Waste under 3,000 bags/boxes, (including hospitals, special schools, hospices)	5.66	5.66		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Pest on Commercial (including commercial landlords, food Premises etc)	Treating Pest on Commercial (including commercial landlords, food Premises etc)					
N&H	ENVIRONMENTAL SERVICES	Treating Pest on Commercial (including commercial landlords, food Premises etc)	Rodent control (rats and mice)	By Quotation	By Quotation		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Pest on Commercial (including commercial landlords, food Premises etc)	Additional Treatment of infested Rooms	By Quotation	By Quotation		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Pest on Commercial (including commercial landlords, food Premises etc)	Insects (pharaohs ants, wasps, cockroaches and other insects)	By Quotation	By Quotation		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Pest on Commercial (including commercial landlords, food Premises etc)	Commercial Properties (Pests)	By Quotation	By Quotation		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Pest on Commercial (including commercial landlords, food Premises etc)	Housing Associations (pests)	By Quotation	By Quotation		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Pest on Commercial (including commercial landlords, food Premises etc)	Pigeon proofing	By Quotation	By Quotation		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Pigeon Control (in both occupied and empty premises)	Pigeon Control (in both occupied and empty premises)					
N&H	ENVIRONMENTAL SERVICES	Pigeon Control (in both occupied and empty premises)	Category A - Remove Pigeon & Net	310.00	310.00		0.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Pigeon Control (in both occupied and empty premises)	Category B - remove pigeon fouling from room	120.00	120.00		0.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Pigeon Control (in both occupied and empty premises)	Category C- remove pigeon fouling from balcony	120.00	120.00		0.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	ENVIRONMENTAL SERVICES	Pigeon Control (in both occupied and empty premises)	Category D - Remove Pigeon & Install Spike	310.00	310.00		0.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	PEST CONTROL	Treating Occupied Premises for infestation (Prices exclude VAT)					
N&H	ENVIRONMENTAL SERVICES	Treating Occupied Premises for infestation (Prices exclude VAT)	Category A - treat for infestation	By Quotation	By Quotation		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Occupied Premises for infestation (Prices exclude VAT)	Category B - treat premises + rubbish removal	By Quotation	By Quotation		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Occupied Premises for infestation (Prices exclude VAT)	Category C - clinical + Hazardous waste removal	By Quotation	By Quotation		0.0%	No Change - Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Void Premises for infestation (Prices exclude VAT)	Treating Void Premises for infestation (Prices exclude VAT)					
N&H	ENVIRONMENTAL SERVICES	Treating Void Premises for infestation (Prices exclude VAT)	Category A - treat for infestation	113.70	113.70		0.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Void Premises for infestation (Prices exclude VAT)	Category B - treat premises + rubbish removal	270.00	270.00		0.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	Treating Void Premises for infestation (Prices exclude VAT)	Category C - clinical + Hazardous waste removal	140.00	140.00		0.0%	Benchmarked with other London Boroughs and Private Sector to ensure that charges are comparable.
N&H	ENVIRONMENTAL SERVICES	PEST CONTROL	Environmental - Hygiene Services					
N&H	ENVIRONMENTAL SERVICES	Environmental - Hygiene Services	Cancellation fee private within 24 hours of the appointment or cancelled when the Pest Control Officer attends the address.	20.00	20.00		0.0%	No change
N&H	ENVIRONMENTAL SERVICES	Environmental - Hygiene Services	Cancellation fee Hackney Housing within 24 hours of the appointment or cancelled or when the Pest Control Officer attends the address.	20.00	20.00		0.0%	No change
N&H	ENVIRONMENTAL SERVICES	Environmental - Hygiene Services	Survey and advice charge for pest control at a private property.	30.00	25.00		20.0%	The survey increased cost is to cover the time on site providing the survey which could take up to an hour to provide.
N&H	ENVIRONMENTAL SERVICES	Environmental - Hygiene Services	Rodent (Rats/Squirrels and Mice) Cancelled within 24 hours of the appointment will be treated as the second or third visit.	20.00	20.00		0.0%	No Longer a cancellation fee, the requester will be charged what it costs to carry out the works
N&H	ENVIRONMENTAL SERVICES	Environmental - Hygiene Services	Private or commercial pest control treatments may require a deposit when booking with the council Support Admin Team.	20.00	20.00		0.0%	No change
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Animal Warden Service (Out of Borough) -					
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Handling Charge	100.00	100.00		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Collection Fee - Weekday (7am - 3pm)	63.16	63.16		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Collection Fee - Weekday after 3pm & Saturdays	113.68	113.68		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Collection Fee - Sunday & Bank Holidays	151.58	151.58		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Kennelling per day (First 7 days)	26.00	26.00		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Kennelling per day (Following first 7 days)	15.00	15.00		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Micro chip Dog	25.26	25.26		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Vaccination Fee	50.53	50.53		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Neutering Male Dog	101.05	101.05		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Neutering Female Dog	101.05	101.05		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Rehoming Fee LBH	100.00	100.00		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Rehoming Fee LBTH	40.00	40.00		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Other Medical Fees	50.53	50.53		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough) -	Discretionary additional fee - Dog release fee / kennelling	30.00	30.00		0.0%	No change pending potential SLA agreement with Tower Hamlets
N&H	ENVIRONMENTAL SERVICES	Hackney Housing SLA (Dogs)	Hackney Housing SLA (Dogs)					
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Collection per dog	60.00	60.00		0.0%	No change - already set at current market level
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Kennelling per each 24 hours (per dog)	25.00	20.00		25.0%	Revised to market level

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Vaccination	25.00	25.00		0.0%	No change - already set at current market level
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	re-homing	55.00	55.00		0.0%	No change - already set at current market level
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Neutering	By negotiation	By negotiation			By quotation
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Any medical/ vets bills	By negotiation	By negotiation			By quotation
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Put to sleep (all services)	By negotiation	By negotiation			By quotation
N&H	ENVIRONMENTAL SERVICES	Animal Warden Service	Squirrels	113.70	113.70		0.0%	No change - already set at current market level
CE	FILM COMMISSIONING	FILM COMMISSIONING	FILM COMMISSIONING					
CE	FILM COMMISSIONING	FILM COMMISSIONING	Process simple application - per form (1-10 people)		85.00		0.0%	charge reflects appropriate cost recovery
CE	FILM COMMISSIONING	FILM COMMISSIONING	Process simple application - per form (11-25 people)	125.00		125.00		benchmarked against other Local Authorities
CE	FILM COMMISSIONING	FILM COMMISSIONING	Process simple application - per form (26-50 people)	175.00		175.00		benchmarked against other Local Authorities
CE	FILM COMMISSIONING	FILM COMMISSIONING	Process simple application - per form (51+ people)	250.00		250.00		benchmarked against other Local Authorities
CE	FILM COMMISSIONING	FILM COMMISSIONING	Site Meeting - per hour		75.00		0.0%	charge reflects appropriate cost recovery
CE	FILM COMMISSIONING	FILM COMMISSIONING	Location fee		By negotiation			charge reflects appropriate cost recovery
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Care					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Band 1 - Household income under £25,000 p.a.					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 0-2					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	198.50	195.00		1.8%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	44.00	43.00		2.3%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	22.00	21.50		2.3%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 2-3					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	191.00	187.00		2.1%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	42.00	41.00		2.4%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	21.00	20.50		2.4%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 3-5					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	188.00	184.00		2.2%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	41.50	40.50		2.5%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	20.50	20.00		2.5%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day. Fee by arrangement but 20% discount offered for more than one child	Individually determined				
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day Fee by arrangement but 20% discount offered for more than one child	Individually determined				
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Band 2 - Household income between £25,000 p.a. and £55,000 p.a.					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 0-2					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	229.50	225.00		2.0%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	51.00	50.00		2.0%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	25.50	25.00		2.0%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 2-3					

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	223.50	219.00		2.1%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	49.50	48.50		2.1%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	25.00	24.50		2.0%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 3-5					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	219.50	215.00		2.1%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	48.50	47.50		2.1%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	24.00	23.50		2.1%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day. Fee by arrangement but 20% discount offered for more than one child	Individually determined				
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day Fee by arrangement but 20% discount offered for more than one child	Individually determined				
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Band 3 - Household income over £55,000 p.a.					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 0-2					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	259.50	254.50		2.0%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	56.50	55.50		1.8%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	28.50	28.00		1.8%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 2-3					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	250.50	245.50		2.0%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	54.50	53.50		1.9%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	27.50	27.00		1.9%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 3-5					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	245.50	240.50		2.1%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	53.50	52.50		1.9%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	27.00	26.50		1.9%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day. Fee by arrangement but 20% discount offered for more than one child	Individually determined				
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day Fee by arrangement but 20% discount offered for more than one child	Individually determined				
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Band 4 - Household income over £70,000 and £100,000 p.a.					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 0-2					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	289.50	284.00		1.9%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	63.50	62.50		1.6%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	32.00	31.50		1.6%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 2-3					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	271.50	266.00		2.1%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	59.50	58.50		1.7%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	30.00	29.50		1.7%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Child Age 3-5					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	263.50	258.50		1.9%	Inflation increase of 2%

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	57.50	56.50		1.8%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	29.00	28.50		1.8%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST		Part time care per day. Fee by arrangement but 20% discount offered for more than one child	Individually determined				
CACH	HACKNEY LEARNING TRUST		Sessional care per half day Fee by arrangement but 20% discount offered for more than one child	Individually determined				
CACH	HACKNEY LEARNING TRUST		Band 5 - Household income over £100,000 p.a.					
CACH	HACKNEY LEARNING TRUST		Child Age 0-2					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	390.50	383.00		2.0%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	86.00	84.50		1.8%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	43.50	42.50		2.4%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST		Child Age 2-3					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	326.50	320.00		2.0%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	72.00	70.50		2.1%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	36.50	35.50		2.8%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST		Child Age 3-5					
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Full day care per week	291.00	285.00		2.1%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Part time care per day	64.00	63.00		1.6%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST	HACKNEY LEARNING TRUST	Sessional care per half day	32.00	31.50		1.6%	Inflation increase of 2%
CACH	HACKNEY LEARNING TRUST		Part time care per day. Fee by arrangement but 20% discount offered for more than one child	Individually determined				
CACH	HACKNEY LEARNING TRUST		Sessional care per half day Fee by arrangement but 20% discount offered for more than one child	Individually determined				
CE	HACKNEY TODAY	HACKNEY TODAY	HACKNEY TODAY					
CE	HACKNEY TODAY	HACKNEY TODAY	Front page strip advertising space	428.00	428.00		0.0%	
CE	HACKNEY TODAY	HACKNEY TODAY	1/8 Page advertising space	328.00	328.00		0.0%	
CE	HACKNEY TODAY	HACKNEY TODAY	1/4 Page advertising space	656.00	656.00		0.0%	
CE	HACKNEY TODAY	HACKNEY TODAY	1/2 Page advertising space	1,105.00	1,105.00		0.0%	
CE	HACKNEY TODAY	HACKNEY TODAY	Full Page advertising space	2,030.00	2,030.00		0.0%	
CE	HACKNEY TODAY	HACKNEY TODAY	Back page	2,306.00	2,306.00		0.0%	
CE	HACKNEY TODAY	HACKNEY TODAY	4 page pullouts	5,945.00	5,945.00		0.0%	
CE	HACKNEY TODAY	HACKNEY TODAY	Statutory Notices -external	238.33	238.33		0.0%	
CE	HACKNEY TODAY	HACKNEY TODAY	Partner rates	15% off above rate ca	15% off above rate card prices			No change to ensure competitive charging
CE	HACKNEY TODAY	HACKNEY TODAY	Local Voluntary/Charitable Organisation rates	20% off above rate ca	20% off above rate card prices			No change to ensure competitive charging
N&H	HOUSING DIVISION	HOUSING DIVISION	HOUSING DIVISION					
F&R	HOUSING DIVISION	Housing Needs	Housing Needs					
F&R	HOUSING DIVISION	Housing Needs	Rent - 1 bedroom (weekly cost)	256.00	256.00		0.0%	
F&R	HOUSING DIVISION	Housing Needs	Rent - 2 bedroom (weekly cost)	310.00	310.00		0.0%	
F&R	HOUSING DIVISION	Housing Needs	Rent - 3 bedroom (weekly cost)	355.00	355.00		0.0%	
F&R	HOUSING DIVISION	Housing Needs	Rent - 4 bedroom (weekly cost)	445.00	445.00		0.0%	
F&R	HOUSING DIVISION	Housing Needs	Rent - 5 bedroom (weekly cost)	500.00	500.00		0.0%	
N&H	LAND CHARGES	Land Charges Other (Con 29)	Land Charges Other (Con 29)					
N&H	LAND CHARGES	Land Charges Other (Con 29)	CON29R	113.00	113.00		0.0%	Reviewed and benchmarked in 2018 to recover cost of service
N&H	LAND CHARGES	Land Charges Other (Con 29)	Other charges					
N&H	LAND CHARGES	Land Charges Other (Con 29)	CON29O	£10.40 (each)	£10.40 (each)		0.0%	Reviewed and benchmarked in 2018 to recover cost of service
N&H	LAND CHARGES	Land Charges Other (Con 29)	CON29O Q.22	19.50	19.50		0.0%	Reviewed and benchmarked in 2018 to recover cost of service
N&H	LAND CHARGES	Land Charges Other (Con 29)	Duplicate of search result	13.00	13.00		0.0%	Reviewed and benchmarked in 2018 to recover cost of service
N&H	LAND CHARGES	Land Charges Other (Con 29)	CON 29	£45.50 (each)	£45.50 (each)		0.0%	Reviewed and benchmarked in 2018 to recover cost of service
N&H	LAND CHARGES	Land Charges Other (Con 29)	CON29R	£8.70 (each)	£8.70 (each)		0.0%	Reviewed and benchmarked in 2018 to recover cost of service

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LAND CHARGES	Land Charges Other (Con 29)	CON29R extra parcels	3.05 (each)	3.05 (each)		0.0%	Reviewed and benchmarked in 2018 to recover cost of service
N&H	LAND CHARGES	Land Charges Other (Con 29)	CON29O	£10.40 (each)	£10.40 (each)		0.0%	Reviewed and benchmarked in 2018 to recover cost of service
N&H	LAND CHARGES	Land Charges Other (Con 29)	CON29O extra parcels	£3.70 (each)	£3.70 (each)		0.0%	Reviewed and benchmarked in 2018 to recover cost of service
N&H	LAND CHARGES	Land Charges Other (Con 29)	CON29O Q.22		19.50	19.50	0.0%	Reviewed and benchmarked in 2018 to recover cost of service
N&H	LAND CHARGES	Land Charges Other (Con 29)	CON29O Q.22		6.90	6.90	0.0%	Reviewed and benchmarked in 2018 to recover cost of service
N&H	LEISURE & GREEN SPACES	SPORTS & LEISURE	SPORTS & LEISURE					
N&H	LEISURE & GREEN SPACES	SPORTS & LEISURE	The following charges are proposed by Greenwich Leisure Limited following consultation with Hackney Council (Annual increase based on contract arrangement - June CPI)					
N&H	LEISURE & GREEN SPACES	Classes and Activities	Classes and Activities					
N&H	LEISURE & GREEN SPACES	Classes and Activities	Senior 55+ Session - Adult Non Member	3.90	3.80		2.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Senior 55+ Session - Pay & Play Concession	2.00	1.95		2.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Senior 55+ Session - Better H&F Prepaid	2.65	2.60		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities						
N&H	LEISURE & GREEN SPACES	Classes and Activities	Creche 2 Hr Session - Adult Non Member	3.25	3.20		1.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Creche 2 Hr Session - Adult Pay & Play	2.50	2.45		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Creche 2 Hr Session- Adult Pay & Play Concs	1.75	1.70		2.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities						
N&H	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Adult Non Member	8.70	8.55		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Adult Pay & Play	6.10	6.00		1.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Adult Pay & Play Concs	4.35	4.25		2.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Junior Non Member	5.10	5.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Junior Pay & Play	3.70	3.65		1.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Junior Pay & Play Concs	2.55	2.50		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities						
N&H	LEISURE & GREEN SPACES	Classes and Activities	Gym - Adult Pay & Play	7.65	7.50		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Gym - Adult Pay & Play Concs	5.20	5.10		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Gym - Junior Pay & Play	3.70	3.65		1.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Gym - Junior Pay & Play Concs	2.60	2.55		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Gym Induction - Adult Pay & Play	14.10	13.80		2.2%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Gym Induction - Adult Pay & Play Concs	9.90	9.70		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Gym Induction - Junior Pay & Play	8.30	8.15		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Gym Induction - Junior Pay & Play Concs	6.00	5.90		1.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities						
N&H	LEISURE & GREEN SPACES	Classes and Activities	Judo - Junior Non Member	4.10	4.00		2.5%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Judo - Junior Pay & Play/Prepaid	2.80	2.75		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Judo- Junior Pay & Play/Prepaid Concs	2.00	1.95		2.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities						

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	Classes and Activities	Holiday scheme - full day member/concessions	11.85	11.60		2.2%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Holiday scheme - full day non-member	15.55	15.25		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Holiday scheme West Res - Junior day rate	36.25	35.55		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Holiday scheme West Res - Junior concessions day rate	18.05	17.70		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities						
N&H	LEISURE & GREEN SPACES	Classes and Activities	Short Mat Bowls - Adult Non Member	3.10	3.05		1.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Short Mat Bowls - Adult Pay & Play	2.70	2.65		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities		2.10	2.05		2.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities						
N&H	LEISURE & GREEN SPACES	Classes and Activities	Spectator Entry Fee - Adult Non Member - All Centres	1.40	1.40		0.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Spectator Entry Fee - Junior Non Member - All Centres	0.80	0.80		0.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities						
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming 45min lesson - Adult Member - All Pools	6.90	6.75		2.2%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming 45min lesson - Adult Concs - All Pools	4.90	4.80		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming 45min lesson - Junior Member - All Pools	5.50	5.40		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming 45min lesson - Junior Concs - All Pools	2.85	2.80		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming 30min lesson - Junior Member - All Pools	4.80	4.70		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming 30min lesson - Junior Concs - All Pools	2.55	2.50		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimfit+ Adult Pay & Play Member (in addition to general swim price)	4.75	4.65		2.2%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimfit+ Adult Non Member	6.32	6.20		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimfit+ Adult Concs	2.40	2.35		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	School Swimming Lessons per 30mins lesson for 30 pupils	50.60	49.60		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities						
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Adult Non Member - All Pools	5.20	5.10		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Adult Pay & Play - All Pools	3.70	3.65		1.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Adult Pay & Play Concs - All Pools	1.40	1.35		3.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Junior Pay & Play - All Pools	2.15	2.10		2.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Junior Pay & Play Concs - All Pools	1.40	1.35		3.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Junior Non Member - All Pools	3.05	3.00		1.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	School Swimming Lessons per 30mins lesson for 30 pupils (Britannia)	40.00	39.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Classes and Activities	Swimming 1-2-1 lessons - All pools	22.60	22.15		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Parties	West Reservoir					
N&H	LEISURE & GREEN SPACES	West Reservoir - Parties	Parties					
N&H	LEISURE & GREEN SPACES	West Reservoir - Parties	Kayak Party	198.30	194.40		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Parties	Aqua Activity Party	188.35	184.65		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Parties	Multi Activity Party	231.15	226.60		2.0%	Increased by June CPI and rounded up/down to nearest 5p

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES		Birthday party (themed- Clissold only)	264.00	258.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES		Coaching Party	236.60	231.95		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Parties	West Reservoir Events package - Option 1	3,662.55	3,590.75		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Parties	West Reservoir Events package - Option 2	5,379.00	5,273.55		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Open Water Swimming					
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Fitness Swim - Member	5.10	5.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Fitness Swim - Non Member	10.70	10.50		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Swim Hat	3.05	3.00		1.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Adult 1-2-1 Private Session (60mins)	38.75	38.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Junior 1-2-1 Private Session (60mins)	21.50	21.05		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Adult 1-2-1 Adult Private Session (30mins)	19.40	19.00		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Junior 1-2-1 Private Session (30mins)	10.75	10.55		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Open Water Hire 60mins (20-40 people)	146.05	143.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Open Water Hire 60mins (40-60 people)	188.40	184.70		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Open Water Hire 60mins (60-80 people)	271.30	266.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Open Water Hire 60mins (80-100 people)	409.00	401.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Table Tennis						
N&H	LEISURE & GREEN SPACES	Table Tennis	Table Tennis Coached - Adults All	3.80	3.70		2.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Table Tennis	Table Tennis Coached - Junior All	1.80	1.75		2.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Adult Non Member	7.05	6.90		2.2%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Adult Pay & Play & Prepaid	4.85	4.75		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Adult Pay & Play Concs	3.60	3.50		2.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Junior Non Member	4.15	4.05		2.5%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Junior Pay & Play & Prepaid	2.90	2.85		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Junior Pay & Play Concs	2.00	1.95		2.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Toddlers World	Toddlers World					
N&H	LEISURE & GREEN SPACES	Toddlers World	Toddlers World - Junior Non Member	5.85	5.75		1.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Toddlers World	Toddlers World - Junior Pay & Play	4.10	4.00		2.5%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Toddlers World	Toddlers World - Junior Pay & Play Concs	2.65	2.60		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES		Women Only Sessions - Adult Non Member					Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES		Women Only Sessions - Adult Pay & Play	5.90	5.80		1.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES		Women Only Sessions - Adult Pay & Play Concs	4.25	4.15		2.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir	Watersports Course (BCU/RYA)	172.20	168.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir	Watersports Course (BCU/RYA) Concession	84.05	82.40		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir	UKCC Level 1	303.70	279.75		8.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir	UKCC Level 2	338.85	332.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	West Reservoir	Learn to Sail	338.85	332.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir	Introduction to Watersports	92.60	90.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir	Birthday Parties	156.05	153.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir	Health Suite - Adult Pay & Play & Prepaid	7.15	7.00		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir	Health Suite- Adult Pay & Play Concs	5.00	4.90		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Memberships					
N&H	LEISURE & GREEN SPACES	Memberships	Youth Club Membership - Junior Non Member/Member - WR	109.55	107.40		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Youth Club Membership - Junior Concs - WR	53.80	52.75		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Joining Fees - Adult Pay & Play	40.50	39.70		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Joining Fees - Adult & Junior Pay & Play Concs	1.40	1.35		3.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Memberships					
N&H	LEISURE & GREEN SPACES	Memberships	Better H&F Junior Membership Prepaid Monthly Single	15.85	15.55		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Better H&F Junior Membership Prepaid Monthly Single Concs	13.15	12.90		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Better H&F Membership Prepaid Monthly Single - All Centres	51.00	50.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Better H&F Membership Prepaid Monthly Single Concs	25.50	25.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Better H&F Membership Prepaid Monthly Partner	87.65	85.95		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Better H&F Club Membership Prepaid single	25.50	25.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Better H&F Student Prepaid Monthly Single	36.50	35.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Better Fitness Class Prepaid Monthly Single	31.15	30.55		2.0%	Set corporately by GLL
N&H	LEISURE & GREEN SPACES	Memberships	Better Gym Prepaid Monthly Single	31.15	30.55		2.0%	Set corporately by GLL
N&H	LEISURE & GREEN SPACES	Memberships	Better Racquets Prepaid Monthly Single	35.30	34.60		2.0%	Set corporately by GLL
N&H	LEISURE & GREEN SPACES	Memberships	Better Swim Prepaid Monthly Single	33.80	33.15		2.0%	Set corporately by GLL
N&H	LEISURE & GREEN SPACES	Memberships	Better H&F UK Prepaid Monthly Single	60.30	59.10		2.0%	Set corporately by GLL
N&H	LEISURE & GREEN SPACES	Memberships	Full Sports Hall Hire - Adult (all membership types) - BLC/CLC	89.00	87.25		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Full Sports Hall Hire - Junior (all membership types) - BLC/CLC	53.90	52.85		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Full Sports Hall Hire - Adult (all membership types) - KHLC/QB	44.50	43.65		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Full Sports Hall Hire - Junior (all membership types) - KHLC/QB	29.70	29.10		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Half Sports Hall Hire - Adult (all membership types) - BLC/CLC/KHLC/QB	44.52	43.65		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Memberships	Half Sports Hall Hire - Junior (all membership types) - BLC/CLC/KHLC/QB	29.70	29.10		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	PARKS (sports facilities set by LBH)					
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Tennis - Peak	6.55	6.45		1.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Tennis - Juniors Off Peak (Monday to Friday - 10a.m - 6 p.m.)	3.20	3.15		1.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Tennis - Off Peak (Monday to Friday - 10a.m - 6 p.m.)	4.30	4.20		2.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - grass wicket per session evening & weekend Adult Peak	103.90	101.85		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - grass wicket evening & weekend Junior Peak	47.40	46.45		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - grass wicket per session weekday Adult Off Peak	85.00	83.30		2.0%	Increased by June CPI and rounded up/down to nearest 5p

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - grass wicket weekday - Junior Off Peak	34.40	33.75		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - NTP wicket per session weekend Adult Peak	47.40	46.45		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - NTP wicket weekend Junior Peak	21.50	21.05		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - NTP wicket per session weekday Adult Off Peak	34.00	33.35		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - NTP wicket weekday - Junior Off Peak	17.15	16.80		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football					
N&H	LEISURE & GREEN SPACES	Grass Football	Show Pitch - Adult Peak - HMC	115.60	113.35		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Show Pitch - Adult Off Peak - HMC	93.65	91.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Show Pitch - Junior Peak - HMC	82.40	80.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Show Pitch - Junior Off Peak - HMC	66.15	64.85		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Adult Peak	79.65	78.10		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Adult Off Peak	64.00	62.75		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Junior Peak	39.90	39.10		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Junior Off Peak	32.00	31.35		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Schools Peak	19.95	19.55		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Schools Off Peak	16.05	15.75		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Adult Peak	68.95	67.60		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Adult Off Peak	53.35	52.30		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Junior Peak	34.45	33.80		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Junior Off Peak	26.70	26.15		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Schools Peak	17.30	16.95		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Schools Off Peak	13.40	13.15		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Adult Peak	58.20	57.05		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Adult Off Peak	42.55	41.70		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Junior Peak	29.10	28.50		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Junior Off Peak	21.20	20.80		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Schools Peak	14.50	14.20		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Schools Off Peak	10.65	10.45		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass football (Monday - Friday) 11v11 Adult Off Peak	74.80	73.35		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Grass football (Monday - Friday) - School's Off Peak 11 v 11	18.90	18.50		2.2%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Football (Weekend) Adult Peak 11v11	95.50	93.60		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Football 11v11 Block Booking	75.30	73.85		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Football 11v11 League	65.20	63.95		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Football (Weekend) School's 11 v 11	22.60	22.15		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Junior Football (Monday-Friday) 11 v 11 Junior Off Peak	37.50	36.75		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Grass Football	Junior Football (Weekends) 11 v 11 Peak Juniors	45.20	44.30		2.0%	Increased by June CPI and rounded up/down to nearest 5p

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	Community/Community Use Agreement Partner Rate (Up to 50% reduction on adult and youth facility hire fees for Football, Cricket and Rugby if agreed by LBH)	Community/Community Use Agreement Partner Rate (Up to 50% reduction on adult and youth facility hire fees for Football, Cricket and Rugby if agreed by LBH)					
N&H	LEISURE & GREEN SPACES	Shoreditch Park and Clissold Park Charges (venues with no changing rooms)	Shoreditch Park and Clissold Park Charges (venues with no changing rooms)					
N&H	LEISURE & GREEN SPACES	Shoreditch Park and Clissold Park Charges (venues with no changing rooms)	Cricket pitch without changing room Adult Peak Evenings & Weekend	81.85	80.25		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Shoreditch Park and Clissold Park Charges (venues with no changing rooms)	Cricket pitch without changing room (weekday) Adult Off Peak	66.75	65.45		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Shoreditch Park and Clissold Park Charges (venues with no changing rooms)	Rugby no C/Rooms Adults Off Peak Weekdays	52.20	51.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Shoreditch Park and Clissold Park Charges (venues with no changing rooms)	Rugby No C/Room Adult Peak Weekends & Evenings	57.60	56.45		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	Football Artificial Surfaces - Mabley Green and Haggerston					
N&H	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Half pitch Adult Peak (evenings & weekends)	72.60	71.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Full pitch Adult Peak (evenings & weekends)	143.15	140.35		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Full Pitch Junior Off Peak (weekdays)	68.25	66.90		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Full pitch - Adult Off Peak (weekdays)	93.70	91.85		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Full pitch - Junior Peak (evenings & weekends)	76.95	75.45		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Half pitch - Adult Off Peak (weekdays)	46.75	45.85		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Half pitch - Junior Peak (evenings & weekends)	38.55	37.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Half pitch - Junior Off Peak (weekdays)	34.10	33.45		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Tennis	Tennis	6.6	6.45		2.3%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Community/Community Use Agreement Partner Rate (Up to 50% reduction on adult and youth facility hire fees for Football, Cricket and Rugby if agreed by LBH)	Community/Community Use Agreement Partner Rate (Up to 50% reduction on adult and youth facility hire fees for Football, Cricket and Rugby if agreed by LBH)					
N&H	LEISURE & GREEN SPACES	Community/Community Use Agreement Partner Rate (Up to 50% reduction on adult and youth facility hire fees for Football, Cricket and Rugby if agreed by LBH)	MUGA - London Fields and Hackney Downs					
N&H	LEISURE & GREEN SPACES	Use of floodlighting	Use of floodlighting	11.15	10.95		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Use of floodlighting	Use of floodlighting - Junior - Up to 6pm	6.50	6.35		2.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Use of floodlighting	MUGA - Haggerston					
N&H	LEISURE & GREEN SPACES	Use of floodlighting	Football/Netball/Basketball - Peak (evenings & weekends)	44.15	43.30		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Use of floodlighting	Football/Netball/Basketball - Off Peak (weekdays)	39.90	39.10		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Use of floodlighting- Haggerston	Tennis	11.15	10.95		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hire of Pitches	Hire of Pitches					
N&H	LEISURE & GREEN SPACES	Rugby - grass pitches	Rugby - Adult Off Peak (weekdays)	75.30	73.85		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Rugby - grass pitches	Rugby Adult Peak (evenings & weekends)	91.00	89.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Rugby - grass pitches	Rugby - Junior Off Peak (weekdays)	37.50	36.75		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Rugby - grass pitches	Rugby - Junior Peak (evenings & weekends)	45.10	44.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Rugby - grass pitches	Softball	39.60	38.85		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Rugby - grass pitches	Baseball	39.60	38.85		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Rugby - grass pitches	Touch Rugby	39.60	38.85		1.9%	Increased by June CPI and rounded up/down to nearest 5p

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	Community/Community Use Agreement Partner Rate (Up to 50% reduction on adult and youth facility hire fees for Football, Cricket and Rugby if agreed by LBH)	Community/Community Use Agreement Partner Rate (Up to 50% reduction on adult and youth facility hire fees for Football, Cricket and Rugby if agreed by LBH)					
N&H	LEISURE & GREEN SPACES	Junior Sports Sessions	Junior Sports Sessions					
N&H	LEISURE & GREEN SPACES	Junior Sports Sessions	Athletics - Junior	3.90	3.85		1.3%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Junior Sports Sessions	Athletics - Junior Concessions	2.80	2.75		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Junior Sports Sessions	Basketball - Junior	3.90	3.85		1.3%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Junior Sports Sessions	Basketball - Junior Concessions	2.80	2.75		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Junior Sports Sessions	Football - Junior	2.90	2.85		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Junior Sports Sessions	Football - Junior Concessions	2.10	2.05		2.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Junior Sports Sessions	Gymnastics - Junior	3.90	3.85		1.3%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Gymnastics - Junior Concessions	Gymnastics - Junior Concessions	2.80	2.75		1.8%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Gymnastics - Junior Concessions	Trampoline - Junior	3.80	3.75		1.3%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Gymnastics - Junior Concessions	Trampoline - Junior Concessions	2.70	2.65		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure						
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Pool hire 50m	80.80	79.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Pool hire 25m (8 lanes)	80.10	78.50		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Pool hire 25m (6 lanes)	61.20	60.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Pool Lane hire 50m (double lane)	80.80	79.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Pool Lane hire 25m (single lane)	10.15	9.95		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports - Adult Non Member	10.00	9.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports - Adult Pay & Play/Prepaid	7.15	7.00		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports - Adult Concs	5.00	4.90		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports Junior Non Member	6.00	5.90		1.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports- Junior Pay & Play/Prepaid	4.25	4.15		2.4%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports- Junior Concs	2.95	2.90		1.7%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Hire - All Centres	2.65	2.60		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Studio Hire	40.40	39.60		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	School Education Session - 1 hour (Foundation Stage Only)	67.10	65.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	School Education Session - 2 hours	131.95	129.35		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	School Education Session - 4 hours	220.70	216.35		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Lost Key replacement	121.00	118.65		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Changing Room Key Deposit	11.00	10.80		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Abney park Cemetery interment casket or coffin	1,039.20	1,018.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Interment of Ashes	452.70	443.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Rodding without interment	155.05	152.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Memorial licences	59.45	58.30		2.0%	Increased by June CPI and rounded up/down to nearest 5p

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	Sports and Leisure	Record searches	56.10	55.00		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes Room Hire					
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Note 1: Community organisations/Charities are entitled to 40% discount, in line with other Hackney venues					
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 1 or 2 hourly rate - Peak - Weekday 5pm-10pm	66.95	65.65		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 1 or 2 hourly rate - Off Peak - Weekday 9am-5pm	53.85	52.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 1 or 2 hourly rate - Weekend	89.45	87.70		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 1 and 2 combined hourly rate - Peak - Weekday 5pm-10pm	115.20	112.95		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 1 and 2 combined hourly rate - Off Peak - Weekday 9am-5pm	91.65	89.75		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Meeting room 1 and 2 combined hourly rate - Weekend	142.70	139.90		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 3 - Peak - Weekday 5pm-10pm	33.40	32.75		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 3 - Off Peak - Weekday 9am - 5pm	26.80	26.29		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 3 - Weekend	35.60	34.90		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Bar area		By negotiation			
N&H	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Queensbridge Sports & Community Centre Room Hire					
N&H	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Gallery hire	21.25	20.85		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Gallery with booked room hire	14.70	14.40		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Meeting Room 1 hire	21.35	20.95		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Meeting Room 2 hire	22.70	22.25		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Meeting Room 1 & 2 hire	36.05	35.35		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Flipchart / Paper / Pens hire	21.30	20.90		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Pens / Paper per person	1.00	1.00		0.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	West Reservoir Meeting Room Hire					
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Tower Room - Off Peak	160.20	157.05		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Tower Room - Peak (before 10pm)	160.20	157.05		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Tower Room - Peak (after 10pm)	200.30	196.40		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Dry classroom - Off Peak	53.55	52.50		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Dry classroom - Peak	60.00	58.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Lecture Room - Off Peak	53.55	52.50		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Lecture Room - Peak	60.00	58.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Wet Classroom hire - Off Peak	53.55	52.50		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Wet Classroom hire - Peak	60.00	58.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Meeting room hire - Peak	53.55	52.50		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Meeting room hire - Off Peak	46.60	45.70		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Seminar room - Off Peak	53.55	52.50		2.0%	Increased by June CPI and rounded up/down to nearest 5p

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Seminar room - Peak	60.00	58.80		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Flipchart / Pens / Paper hire	22.05	21.60		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Laptop hire	44.05	43.20		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	OHP hire	26.35	25.85		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	PA system & microphone hire	55.00	53.95		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Pens / Paper hire per person	1.00	1.00		0.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Photocopying / Emails	0.27	0.27		0.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Projector hire	33.10	32.45		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	TV/ Video hire	46.00	45.10		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	Community - cultural festivals /celebrations / fetes – non ticketed event, daily event fee					
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	51 to 500	134.60	131.95		2.0%	Charge amended to apply to events for 51-500 people and increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	501 to 1000	269.20	263.90		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	1001 to 2000	538.30	527.75		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	2001 to 3000	807.45	791.60		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	3001 to 4000	1,076.65	1,055.55		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	4001 to 5000	1,345.85	1,319.45		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	5001 to 6000	1,615.00	1,583.35		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	6001 to 7000	1,884.20	1,847.25		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	7001 to 8000	2,153.30	2,111.10		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	8001 to 9000	2,422.50	2,375.00		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	10001 to 20000	5,383.30	5,277.76		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	Daily non-event day fee (set-up and break-down days)					
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	51 to 500	33.65	33.00		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	501 to 1000	67.25	65.95		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	1001 to 2000	134.60	131.95		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	2001 to 3000	201.90	197.95		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	3001 to 4000	269.20	263.90		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	4001 to 5000	336.45	329.85		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	5001 to 6000	403.75	395.85		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	6001 to 7000	471.10	461.85		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	7001 to 8000	538.30	527.75		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	8001 to 9000	605.60	593.75		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	10001 to 20000	1,345.85	1,319.45		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	*more than 20000 would require extensive discussions with LBH - fees would be agreed during approval					
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	Charity - walks / rides / fundraising stalls etc					

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	Daily event day fee					
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	51 to 500	134.55	131.90		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	501 to 1000	269.20	263.90		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	1001 to 2000	538.30	527.75		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	2001 to 3000	807.50	791.65		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	3001 to 4000	1,076.65	1,055.55		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	4001 to 5000	1,345.85	1,319.45		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	5001 to 6000	1,615.00	1,583.35		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	6001 to 7000	1,884.20	1,847.25		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	7001 to 8000	2,153.30	2,111.10		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	8001 to 9000	2,424.75	2,377.20		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	9001 to 10000	2,691.70	2,638.90		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	10001 to 20000	5,383.35	5,277.80		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	Daily non-event day fee (set-up and break-down days)					
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	51 to 500	33.65	33.00		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	501 to 1000	67.25	65.95		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	1001 to 2000	134.60	131.95		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	2001 to 3000	201.90	197.95		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	3001 to 4000	269.20	263.90		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	4001 to 5000	336.45	329.85		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	5001 to 6000	403.75	395.85		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	6001 to 7000	471.10	461.85		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	7001 to 8000	538.30	527.75		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	8001 to 9000	605.60	593.75		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	9001 to 10000	672.95	659.75		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	10001 to 20000	1,345.85	1,319.45		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Parks user groups. Over 250 (Administration fee)	Parks user groups. Over 250 (Administration fee)					
N&H	LEISURE & GREEN SPACES	Family gatherings - picnics / birthday parties etc	Family gatherings - picnics / birthday parties etc					
N&H	LEISURE & GREEN SPACES	Less than 50	Less than 50					
N&H	LEISURE & GREEN SPACES	More than 50 - by negotiation	More than 50 - by negotiation	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Wedding receptions	Wedding receptions					
N&H	LEISURE & GREEN SPACES	Wedding receptions	Less than 50	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Wedding receptions	50 to 100	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Wedding receptions	101 to 150	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	Public art installations/performance - workshops / static displays / performance					
N&H	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	Daily event day fee					

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	1 day	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	Up to 28 days (per day)	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	More than 28 days - Projects to be discussed on individual basis with appropriate Managers Green Spaces and Culture					
N&H	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	Daily non-event day fee (set-up and break-down days)					
N&H	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	1 day	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	up to 28 days (per day)	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	More than 28 days - Projects to be discussed on individual basis with appropriate Managers Green Spaces and Culture	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Funfairs	Funfairs					
N&H	LEISURE & GREEN SPACES	Funfairs	Daily event day fee					
N&H	LEISURE & GREEN SPACES	Funfairs	Small - up to 5 rides	463.00	453.90		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Funfairs	Medium - 6 to 10 rides	682.10	668.70		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Funfairs	Large - more than 10 rides	908.75	890.95		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Funfairs	X large - more than 20 rides	1,133.75	1,111.50		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Funfairs	Daily non-event day fee (set-up and break-down days)					
N&H	LEISURE & GREEN SPACES	Funfairs	Small - up to 5 rides	225.60	221.15		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Funfairs	Medium - 6 to 10 rides	280.50	275.00		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Funfairs	Large - more than 10 rides	341.30	334.60		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Funfairs	X large - more than 20 rides	451.15	442.30		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Circuses	Circuses					
N&H	LEISURE & GREEN SPACES	Circuses	Daily event day fee					
N&H	LEISURE & GREEN SPACES	Circuses	Small - up to 500 seating capacity	807.55	791.70		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Circuses	Medium - 501 to 750 seating capacity	1,076.65	1,055.55		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Circuses	Large - 751 to 1000 seating capacity	1,345.85	1,319.45		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Circuses	X large - greater than 1000 seating capacity	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Circuses	Daily non-event day fee (set-up and break-down days)					
N&H	LEISURE & GREEN SPACES	Circuses	Small - up to 500 seating capacity	403.70	395.80		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Circuses	Medium - 501 to 750 seating capacity	538.30	527.75		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Circuses	Large - 751 to 1000 seating capacity	672.95	659.75		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Circuses	X large - greater than 1000 seating capacity	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Commercial for profit - Ticketed concerts / Entry fee festivals / Operating under LBH Premises Licence or their own	Commercial for profit - Ticketed concerts / Entry fee festivals / Operating under LBH Premises Licence or their own					
N&H	LEISURE & GREEN SPACES	Commercial for profit - Ticketed concerts / Entry fee festivals / Operating under LBH Premises Licence or their own	Daily event day fee	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Commercial for profit - Ticketed concerts / Entry fee festivals / Operating under LBH Premises Licence or their own	Daily non-event day fee (set-up and break-down days)	By negotiation	By negotiation			

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	*more than 20000 would require extensive discussions with LBH - fees would be agreed during approval process	*more than 20000 would require extensive discussions with LBH - fees would be agreed during approval process					
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Corporate - product launches / brand events / incentive events					
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Daily event day fee					
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 250 per day	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 500 per day	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 1000 per day	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations greater than 1000 per day	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Daily non-event day fee (set-up and break-down days)	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 250 per day	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 500 per day	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 1000 per day	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations greater than 1000 per day	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Hot Air Balloon launch	495.25	485.55		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Admin fee to process all charity, community, commercial and corporate event applications	70.00	68.65		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Helicopter landing	495.25	485.55		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Officer/Ranger charge per hour	37.75	37.00		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Key deposit - use of a park gate master key will be required to pay a £100 refundable deposit	107.65	105.55		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Utility Charges	Power usage - event power is now available in a number of our parks and will be charged out at a daily usage rates based on scale of usage					
N&H	LEISURE & GREEN SPACES	Power Usage	Small - small PA + other small power appliances	112.20	110.00		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Power Usage	Medium - Stage PA, lighting + multiple other power requirements	225.60	221.15		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Power Usage	Large - multiple stages and + multiple other power requirements	341.30	334.60		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Water charges	Water charges	53.85	52.80		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Site clean up - charged at £25 per hour per staff member + materials	Site clean up - charged at £25 per hour per staff member + materials	48.45	47.50		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	PRS & PPL royalty fees – Performing Right Society and Phonographic Performance Limited collect royalty fees for recorded piped music and live music respectively. Any event that involves the above will incur an additional charge over and above the standard.	PRS & PPL royalty fees – Performing Right Society and Phonographic Performance Limited collect royalty fees for recorded piped music and live music respectively. Any event that involves the above will incur an additional charge over and above the standard.					
N&H	LEISURE & GREEN SPACES		Use of Hackney Downs Pavilion meeting room	28.00	27.45		2.0%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Green Spaces	Green Spaces					
N&H	LEISURE & GREEN SPACES	Green Spaces	LBH/ Partner Park activities (maximum charge - adult)	5.35	5.25		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Green Spaces	LBH / Partner Park activities (maximum charge - children)	3.20	3.15		1.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Green Spaces	New Memorial Bench (for 10 years)	1,232.00	1,207.85		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Green Spaces	Memorial Tree up to £730.60 depending on species	730.60	716.30		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Green Spaces	Commercial Forest School	By negotiation	By negotiation			
N&H	LEISURE & GREEN SPACES	Green Spaces	Memorial (other) - e.g fountain/swing etc	By negotiation		By negotiation		

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LEISURE & GREEN SPACES	Green Spaces	Refurbished Memorial Bench (for 10 years)	750.00		750.00		
N&H	LEISURE & GREEN SPACES	Green Spaces	Corporate Volunteering Charge per head	25.00		25.00		
N&H	LEISURE & GREEN SPACES	Green Spaces	Park Development facilitation charge per hour (for site visits with utility companies, private developers etc.)	50.00		50.00		
N&H	LEISURE & GREEN SPACES	Hire of Pitches	Marking out additional pitches	By negotiation		By negotiation		
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Tennis Courts - Use of Floodlighting	11.15		11.15		
N&H	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Tennis Courts - Use of Floodlighting - Junior - Up to 6pm	6.50		6.50		
N&H	LEISURE & GREEN SPACES	Hire of Abney Park rooms	Hire of Abney Park rooms					
N&H	LEISURE & GREEN SPACES	Hire of Abney Park rooms	Chapel Rental - 9am - 6pm - hourly rate	107.10	105.00		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Hire of Abney Park rooms	Chapel Rental - 6pm - 11pm - hourly rate	160.70	157.55		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Hire of Abney Park rooms	Education Room - 9am - 6pm - hourly rate	21.40	21.00		1.9%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Hire of Abney Park rooms	Education Room - 6pm - 11pm - hourly rate	32.15	31.50		2.1%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Clissold House Schools Programme	Clissold House Schools Programme					
N&H	LEISURE & GREEN SPACES	Clissold House Schools Programme	Educational hire of Clissold Park Bowls Pavilion - hourly rate (see rows 505-507)	53.60	52.55		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Coaching Sessions (GLL)					
N&H	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Tennis - Coached - Adult	6.50	6.40		1.6%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Tennis - Coached - Junior - 30mins	3.35	3.30		1.5%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Tennis - Coached - Junior Concessions - 30mins	2.45	2.40		2.1%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Tennis - Coached - Junior - 45mins	3.90	3.85		1.3%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Tennis - Coached - Junior Concessions - 45mins	2.75	2.70		1.9%	Increased by June CPI and rounded up/down to nearest 5p
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Gainsborough Playing Fields					
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	3G 5v5 pitch - Adult peak	48.20	47.25		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	3G 5v5 pitch - Adult off peak	41.75	40.95		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	3G 5v5 pitch - Junior peak	24.10	23.65		1.9%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	3G 5v5 pitch - Junior off peak	20.85	20.45		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric 9v9 pitch- Adult peak	57.90	56.75		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric 9v9 pitch- Adult off peak	45.00	44.10		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric 9v9 pitch- Junior peak	28.90	28.35		1.9%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric 9v9 pitch- Junior off peak	22.50	22.05		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric pitch 2 (small) - Adult peak	43.90	43.05		2.0%	Increased by June CPI
N&H	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric pitch 2 (small) - Adult off peak	39.60	38.85		1.9%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	MUSEUMS, LIBRARIES & ARCHIVES	MUSEUMS, LIBRARIES & ARCHIVES					
N&H	LIBRARIES & HERITAGE	Main Museum:	Main Museum:					
N&H	LIBRARIES & HERITAGE	Main Museum:	9:30am - 5:30pm	183.60	180.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Main Museum:	5:30pm - 8:00pm	96.90	95.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Hourly Rate	Hourly Rate	40.80	40.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Museum	Education Room Only:					
N&H	LIBRARIES & HERITAGE	Museum	9:30am - 5:30pm	86.70	85.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Museum	Hourly Rate	25.50	25.00		2.0%	Increased by June CPI

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LIBRARIES & HERITAGE	Museum	Hire of temporary exhibition space (12 weeks), including three days staff time for one meeting, installation, deinstallation	1,224.00	1,200.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Museum	Hire of Platform space 12 weeks inclusive (excluding staff time)	153.00	150.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Archives	Archives					
N&H	LIBRARIES & HERITAGE	Archives	Copying search to identify documents and cost of supply copies/information (in response to specific and identify records) (maximum time 30 minutes)_	15.30	15.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Archives	Publication of Hackney Museum or Archives image worldwide rights (books, newspapers, magazines, ebooks, pdfs excluding front cover)	45.90	45.00		2.0%	Includes ebooks and pdfs. UK only rights = £20
N&H	LIBRARIES & HERITAGE	Archives	Publication of Hackney Museum or Archives image worldwide (front cover) - books, newspapers, magazines, ebooks, pdfs	86.70	85.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Archives	Publication of Hackney Museum or Archive image - worldwide rights (books, newspapers, magazines). Excluding front cover. Non Commercial organisation/Discretionary	20.40	20.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Archives	Print Format: Exhibitions: temporary exhibitions - commercial (entrance fee charged)	40.80	40.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Archives	Print Format: Exhibitions: Permanent exhibitions - commercial (entrance fee charged)	86.70	85.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Archives	Exhibitions: temporary exhibitions - non - commercial (no entrance fee charged)	20.40	20.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Archives	Exhibitions: Permanent exhibitions - non - commercial (no entrance fee charged)	40.80	40.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Archives	Merchandise/advertising material	204.00	200.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Archives	Exhibit - exterior display in or on commercial premises	122.40	120.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Archives	FILMING COLLECTIONS IN SITU: LBH Film Office Charges, https://www.hackney.gov.uk/film plus Museum/Archive staff time of £200 per day. Additional cost will be incurred if filming takes place outside core hours i.e. building security and staff time. Additional costs will be calculated on a project by project basis.	By negotiation	By negotiation			LBH film office charges plus Museum/Archive staff time of £200 per day
N&H	LIBRARIES & HERITAGE	Heritage	Heritage					
N&H	LIBRARIES & HERITAGE	Reprographic charges	Reprographic charges					
N&H	LIBRARIES & HERITAGE	Photocopy:	Photocopy:					
N&H	LIBRARIES & HERITAGE	By staff	By staff	1.32 - 1.44	1.32 - 1.44		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Digital:	Digital:					
N&H	LIBRARIES & HERITAGE	Digital:	Research Service per hour for remote users. Minimum service 30, maximum 20 hours (including photography of collections where photocopying/scanning is not appropriate. Please note not all items can be photographed in house due to size or condition. Fee excludes copies and external costs incurred if specific to the enquiry	51.00	50.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Reproduction Charges	Reproduction Charges					
N&H	LIBRARIES & HERITAGE	Reproduction Charges	Photography permit	8.15	8.00		1.9%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Reproduction Charges	Self-service microfilm printouts	0.50	0.50		0.0%	
N&H	LIBRARIES & HERITAGE	Reproduction Charges	Microfilm / HA2000 printouts by staff (remote users exc search)	1.85	1.80		2.8%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Reproduction Charges	HA2000 printouts - black & white	0.75	0.75		0.0%	
N&H	LIBRARIES & HERITAGE	Reproduction Charges	HA2000 printouts - colour	0.75	0.75		0.0%	
N&H	LIBRARIES & HERITAGE	Reproduction Charges	PC printouts	0.10	0.10		0.0%	
N&H	LIBRARIES & HERITAGE	Reproduction Charges	Scanning charge - up to 300dpi Jpeg only (photographic print/negative collections only)	5.10	5.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Reproduction Charges	Scanning charge - 600 dpi Jpeg & TIFF (photographic print/negative collections only)	15.30	15.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Reproduction Charges	TV/Film Broadcast of Hackney Museum or Archives image - all platforms/ worldwide / multiple transmissions - Commercial Organisations	188.70	185.00		2.0%	Increased by June CPI

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LIBRARIES & HERITAGE	Reproduction Charges	TV/ Film Broadcast of Hackney Museum or Archives moving footage or audio per minute - all platforms/worldwide/multiple transmissions	428.40	420.00		2.0%	Increased by June CPI
N&H	LIBRARIES & HERITAGE	Libraries	Libraries					
N&H	LIBRARIES & HERITAGE	Libraries	Fines for adult stock (excluding U18's and disabled people in receipt of a relevant benefit / payment or at the discretion of the Duty Library Manager, supervisor or relevant staff member)	0.20	0.20		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Laptop/projector hire (per hour)	15.00	15.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Hire charge for Box set of DVDs		No Charge		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Reservations other sources	5.00	5.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Reservations from British Library	15.00	15.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Photocopies - A4	0.10	0.10		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Photocopies - A3	0.20	0.20		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Photocopies - A4 colour	0.50	0.50		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Photocopies - A3 colour	1.00	1.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Computer prints A4 B/W	0.10	0.10		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Computer prints A4 colour	0.50	0.50		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Replacement cost for lost ADULT membership tickets	1.00	1.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Replacement cost for lost CHILD membership tickets	0.50	0.50		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Replacement cost for broken or lost Red tag	1.00	1.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Discarded stock sale various from 0.5p upwards	0.05	0.05		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery hire per week	320.00	315.00		1.6%	
N&H	LIBRARIES & HERITAGE	Libraries	Lost stock charges at replacement costs (or £6 if no price)	6.00	6.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Homerton Library piano room per hour	10.50	10.50		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Dalston CLR James (basement room) / Homerton Hall / Stamford Hill Hall per hour	42.00	42.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Printed overdue notice	1.00	1.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Reservation Hackney/London Library Consortium	0.50	0.50		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Shoreditch meeting room per hour	17.50	17.50		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Maximum Fine for overdue items	8.00	8.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Hire charge for all DVD's for 7 days	No Charge	No Charge		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Hire charge for all CD's for 7 days	No Charge	No Charge		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Hire charge for all DVD's for 14 days (for Children, Over 60's & Concs)	No Charge	No Charge		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Hire charge for all CD's for 14 days (for Children, Over 60's & Concs)	No Charge	No Charge		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Reservation charges for ADULTS	0.50	0.50		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Printed overdue notice (Under 60's)	1.00	1.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Dalston CLR James 2nd floor meeting room hire per hour	30.50	30.50		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Shoreditch Library ICT training suite hire per hour	20.50	20.50		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries	Security cover - £20.00 per hour (minimum 5 hour booking)	20.00	20.00		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Libraries						
N&H	LIBRARIES & HERITAGE	Libraries	Laptop/projector hire (per booking)	20.00		20.00		New rationalised charge
N&H	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery (Monday to Thursday) per day	90.00		90.00		New rationalised charge
N&H	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery (Friday) per day	70.00		70.00		New rationalised charge
N&H	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery (Saturday) per day	60.00		60.00		New rationalised charge
N&H	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery (Sunday) per day	40.00		40.00		New rationalised charge
N&H	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery (Per hour outside opening times)	10.00		10.00		New rationalised charge
N&H	LIBRARIES & HERITAGE	Libraries	Clapton Meeting Room Per Hour	20.50				Technically not a new charge - but showing separately for each library
N&H	LIBRARIES & HERITAGE	Libraries	Stoke Newington meeting room per hour	20.50				Technically not a new charge - but showing separately for each library
N&H	LIBRARIES & HERITAGE	Libraries	Shoreditch Library ICT training suite hire per day	100.00		100.00		New rationalised charge
N&H	LIBRARIES & HERITAGE	MUSEUMS, LIBRARIES & ARCHIVES	MUSEUMS, LIBRARIES & ARCHIVES					

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LIBRARIES & HERITAGE	Heritage Education & Events programming	Adult programme (talks, workshops, seminars)	£5-15	£5-15		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Heritage Education & Events programming	Childrens programme (workshops)	£1.50-£5	£1.50-£5		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Heritage Education & Events programming	Professional Development workshops/seminars/training/INSETs	£50-£120	£50-£120		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Heritage Education & Events programming	Non-LBH schools programme (half day/full day)	£150-£300	£150-£300		0.0%	No Change
N&H	LIBRARIES & HERITAGE	Heritage Education & Events programming	School outreach: assemblies/half-day	153.00	150.00		2.0%	cover cost fo facilitator (4 hours of work inc prep)
N&H	LIBRARIES & HERITAGE	Heritage Education & Events programming	School outreach: full day	306.00	300.00		2.0%	cover cost of full day facilitator, administration and prep
N&H	LIBRARIES & HERITAGE	Archives	Archives					
N&H	LIBRARIES & HERITAGE	Archives	Publication of Hackney Museum or Archives image UK rights only (books, newspapers, magazines, ebooks, pdfs excluding front cover)	20.40	20.00		2.0%	UK rights only rather than Worldwide
N&H	LIBRARIES & HERITAGE	Archives	Publication of Hackney Museum or Archive image (front cover) - worldwide rights (books, newspapers, magazines). Non Commercial organisation/Discretionary	30.60	30.00		2.0%	To provide service flexibility to support local organisation on heritage projects which do not have external funding
N&H	LIBRARIES & HERITAGE	Archives	Self-service: Photocopies - A4	0.10	0.10		0.0%	In line with library F&C
N&H	LIBRARIES & HERITAGE	Archives	Self-service: Photocopies - A3	0.20	0.20		0.0%	In line with library F&C
N&H	LIBRARIES & HERITAGE	Archives	Web site use only (web-res image) (excluding mobile applications, ebooks, social media and other digital platforms) - worldwide licence	20.40	20.00		2.0%	To provide service flexibility for asset useage
N&H	LIBRARIES & HERITAGE	Archives	TV/Film Broadcast of Hackney Museum or Archives image - all platforms/ worldwide / multiple transmissions - Discretionary (non-commercial community organisations based within the borough)	51.00	50.00		2.0%	To provide service flexibility to support local organisation on heritage projects which do not have external funding
N&H	LIBRARIES & HERITAGE	Archives	TV/ Film Broadcast of Hackney Museum or Archives moving footage or audio per minute - all platforms/worldwide/multiple transmissions Discretionary (non-commercial community organisations based within the borough)	51.00	50.00		2.0%	To provide service flexibility to support local organisation on heritage projects which do not have external funding
N&H	LIBRARIES & HERITAGE	Archives	Use of Hackney Museum or Archives footage or audio in public film screenings (per event)	102.00	100.00		2.0%	Free on condition of permission granted by staff if allows promotion of collections, Service credited, and viewer numbers fed back to service
N&H	LICENSING	Explosives	LICENSING					
N&H	LICENSING	Explosives	Explosives					
N&H	LICENSING	Explosives	ReNewal Registration (1yr)	54.00	54.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Explosives	New Registration (1yr)	109.00	109.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Explosives	ReNewal Licence (1yr)	86.00	86.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Explosives	New Licence (1yr)	185.00	185.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Explosives	Amendment of Licensee or address of site	36.00	36.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Explosives	Transfer of licence or registration	36.00	36.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Explosives	Replacement of licence or registration if lost	36.00	36.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Explosives	Licence to Store Explosives all year round	500.00	500.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	New Premises	New Premises					
N&H	LICENSING	New Premises	Rateable Value Band A	100.00	100.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	New Premises	Rateable Value Band C	315.00	315.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	New Premises	Rateable Value Band D	450.00	450.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	New Premises	Rateable Value Band E	635.00	635.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Variation Fee	Premises Variation Fee				0.0%	
N&H	LICENSING	Premises Variation Fee	Minor variation	89.00	89.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Variation Fee	Rateable Value Band A	100.00	100.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Variation Fee	Rateable Value Band B	190.00	190.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Variation Fee	Rateable Value Band C	315.00	315.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Variation Fee	Rateable Value Band D	450.00	450.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Variation Fee	Rateable Value Band E	635.00	635.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Annual Fees	Premises Annual Fees					
N&H	LICENSING	Premises Annual Fees	Rateable Value Band A	70.00	70.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Annual Fees	Rateable Value Band B	180.00	180.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Annual Fees	Rateable Value Band C	295.00	295.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Annual Fees	Rateable Value Band D	320.00	320.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Annual Fees	Rateable Value Band E	350.00	350.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	Exceptionally Large Events					

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LICENSING	Exceptionally Large Events	5000 to 9999	1,000.00	1,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	10000 to 14999	2,000.00	2,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	15000 to 19999	4,000.00	4,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	20000 to 29999	8,000.00	8,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	30000 to 39999	16,000.00	16,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	40000 to 49999	24,000.00	24,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	50000 to 59999	32,000.00	32,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	60000 to 69999	40,000.00	40,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	70000 to 79999	48,000.00	48,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	80000 to 89999	56,000.00	56,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Exceptionally Large Events	90000 and over	64,000.00	64,000.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Personal Licenses, Temporary Events and Other Fees					
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Application for a granting or reNewal of Personal Licence	37.00	37.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Temporary Event Notice	21.00	21.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Theft, Loss etc of premises licence or summary	10.50	10.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Application for a provisional statement where premises being built etc	195.00	195.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Notification of change of name or address	10.50	10.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Application to vary licence to specify individual as premises supervisor	23.00	23.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Application for transfer of premises licence	23.00	23.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Interim authority notice following death etc of licence holder	23.00	23.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Theft, Loss etc of certificate or summary	10.50	10.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Notification of change of name or alteration of rules of club	10.50	10.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Change of relevant registered address of club	10.50	10.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Theft, Loss etc of temporary event notice	10.50	10.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Theft, Loss etc of personal licence	10.50	10.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Duty to notify change of name or address	10.50	10.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Personal Licenses, Temporary Events and Other Fees	Right of freeholder etc to be notified of Licensing matters	21.00	21.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Gambling Act 2005	Gambling Act 2005					
N&H	LICENSING	Premises Licences	Premises Licences					
N&H	LICENSING	Premises Licences	Bingo Club Premises	2,870.00	2,870.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Licences	Adult Gaming Centre	1,640.00	1,640.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Licences	Family Entertainment Centres	2,050.00	2,050.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Licences	Betting Premises (excluding tracks)	2,460.00	2,460.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Licences	Tracks	2,050.00	2,050.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Premises Licence - First Annual Fee and Annual Fee					
N&H	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Bingo Club Premises	820.00	820.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Betting Premises (excluding tracks)	492.00	492.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Tracks	820.00	820.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Family Entertainment Centre	615.00	615.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Adult Gaming Centre	820.00	820.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Vary Premises Licence	Application to Vary Premises Licence					
N&H	LICENSING	Application to Vary Premises Licence	Bingo Club Premises	1,435.00	1,435.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Vary Premises Licence	Betting Premises (excluding tracks)	1,230.00	1,230.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Vary Premises Licence	Tracks	1,025.00	1,025.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Vary Premises Licence	Family Entertainment Centre	820.00	820.00		0.0%	No Change- Determined by Government Department- DCMS

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LICENSING	Application to Vary Premises Licence	Adult Gaming Centre	820.00	820.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Transfer Premises Licence	Application to Transfer Premises Licence					
N&H	LICENSING	Application to Transfer Premises Licence	Bingo Club Premises	540.00	540.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Transfer Premises Licence	Betting Premises (excluding tracks)	540.00	540.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Transfer Premises Licence	Tracks	427.50	427.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Transfer Premises Licence	Family Entertainment Centre	427.50	427.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Transfer Premises Licence	Adult Gaming Centre	540.00	540.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Reinstate Premises Licence	Application to Reinstate Premises Licence					
N&H	LICENSING	Application to Reinstate Premises Licence	Bingo Club Premises	540.00	540.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Reinstate Premises Licence	Betting Premises (excluding tracks)	540.00	540.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Reinstate Premises Licence	Tracks	427.50	427.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Reinstate Premises Licence	Family Entertainment Centre	427.50	427.50		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application to Reinstate Premises Licence	Adult Gaming Centre	540.00	540.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application for Provisional Statement	Application for Provisional Statement					
N&H	LICENSING	Application for Provisional Statement	Bingo Club Premises	2,870.00	2,870.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application for Provisional Statement	Betting Premises (excluding tracks)	2,460.00	2,460.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application for Provisional Statement	Tracks	2,050.00	2,050.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application for Provisional Statement	Family Entertainment Centre	1,640.00	1,640.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Application for Provisional Statement	Adult Gaming Centre	1,640.00	1,640.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Licence Application (Provisional Statement Holders)	Licence Application (Provisional Statement Holders)					
N&H	LICENSING	Licence Application (Provisional Statement Holders)	Bingo Club Premises	984.00	984.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Licence Application (Provisional Statement Holders)	Betting Premises (excluding tracks)	984.00	984.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Licence Application (Provisional Statement Holders)	Tracks	779.00	779.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Licence Application (Provisional Statement Holders)	Family Entertainment Centre	779.00	779.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Licence Application (Provisional Statement Holders)	Adult Gaming Centre	984.00	984.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Copy Licence	Copy Licence					
N&H	LICENSING	Copy Licence	Bingo Club Premises	25.00	25.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Copy Licence	Betting Premises (excluding tracks)	25.00	25.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Copy Licence	Tracks	25.00	25.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Copy Licence	Family Entertainment Centre	25.00	25.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Copy Licence	Adult Gaming Centre	25.00	25.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Notification of change	Notification of change					
N&H	LICENSING	Notification of change	Bingo Club Premises	50.00	50.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Notification of change	Betting Premises (excluding tracks)	50.00	50.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Notification of change	Tracks	50.00	50.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Notification of change	Family Entertainment Centre	50.00	50.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Notification of change	Adult Gaming Centre	50.00	50.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Alcohol / Licensed Premises Gaming Machine Permit					
N&H	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Convert Existing	100.00	100.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	New	150.00	150.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Vary	100.00	100.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Transfer	25.00	25.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Annual Fee / First Annual fee	50.00	50.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Change Name	25.00	25.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Permit copy	15.00	15.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Family Entertainment Centre gaming Machine Permit	Family Entertainment Centre gaming Machine Permit					
N&H	LICENSING	Family Entertainment Centre gaming Machine Permit	Convert Existing	100.00	100.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Family Entertainment Centre gaming Machine Permit	New	300.00	300.00		0.0%	No Change- Determined by Government Department- DCMS

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LICENSING	Family Entertainment Centre gaming Machine Permit	Change Name	25.00	25.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Family Entertainment Centre gaming Machine Permit	Permit copy	15.00	15.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Family Entertainment Centre gaming Machine Permit	Renewal	300.00	300.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Club Gaming and Club Machine Permits	Club Gaming and Club Machine Permits					
N&H	LICENSING	Club Gaming and Club Machine Permits	Application	200.00	200.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Club Gaming and Club Machine Permits	Conversion Application	100.00	100.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Club Gaming and Club Machine Permits	Annual Fee	50.00	50.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Club Gaming and Club Machine Permits	Variation	100.00	100.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Club Gaming and Club Machine Permits	Copy Permit	15.00	15.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Club Gaming and Club Machine Permits	ReNewals under GA05 para24(1)	200.00	200.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Alcohol Licensed Premises Notifications	Alcohol Licensed Premises Notifications					
N&H	LICENSING	Alcohol Licensed Premises Notifications	Notification of automatic entitlement	50.00	50.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Gambling Temporary Use Notices	Gambling Temporary Use Notices	500	500		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Registration of Small Society Lotteries	Registration of Small Society Lotteries					
N&H	LICENSING	Registration of Small Society Lotteries	Registration	40.00	40.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Registration of Small Society Lotteries	Annual Fee	20.00	20.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Other Licenses					No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Dangerous Wild Animals	412.00	412.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Breeding of Dogs	412.00	412.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Riding Establishments	412.00	412.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Animal Boarding Establishments	412.00	412.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Zoo Licences	464.00	464.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Guard Dogs	412.00	412.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Performing Animals	412.00	412.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Riding Establishments	364.00	364.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	New Site Licence	379.00	379.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Renewal of Site Licence	347.00	347.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Variation of Site Licence	158.00	158.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	New Collectors Licence	199.00	199.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Renewal of Collectors Licence	175.00	175.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Other Licenses	Variation of Collectors Licence	143.00	143.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Massage and Special Treatment	Massage and Special Treatment					
N&H	LICENSING	Massage and Special Treatment	Lasers & Intense Pulsed Light - Up to 2 Operatives	655.00	655.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Massage and Special Treatment	Lasers & Intense Pulsed Light - 3-5 Operatives	665.00	665.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Massage and Special Treatment	Lasers & Intense Pulsed Light - 5+ Operatives	680.00	680.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Massage and Special Treatment	Licensee Fee : Full Body Massage and sauna	505.00	505.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Massage and Special Treatment	Licensee Fee : Tattooing and Body Piercing	533.00	533.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Massage and Special Treatment	Transfer for both above	150.00	150.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Massage and Special Treatment	Variation for both above	150.00	150.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Beauty and Health Centres with:					
N&H	LICENSING	Beauty and Health Centres with:	Operative Fee : up to 2	435.00	435.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Operative Fee : 3 to 5	445.00	445.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Operative Fee : over 5	460.00	460.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Other License Fees : Variation to License	135.00	135.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Other License Fees : Transfer of License	135.00	135.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Other License Fees : Duplication of License	24.00	24.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Practitioners	100.00	100.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Beauty & Health Centre Variation up to 2 Operative for Laser Treatment Catch-up Fee (i.e. £655 - £435)	220.00	220.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	B&HC Variation up to 2 Operative for Laser Treatment Catch-up Fee (i.e. £665 - £445)	220.00	220.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	B&HC Variation up to 2 Operative for Laser Treatment Catch-up Fee (i.e. £680 - £460)	220.00	220.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Full Body Massage and Sauna to Laser Treatment Catch Up Fee (i.e. £680 - £505)	175.00	175.00		0.0%	No Change- Determined by Government Department- DCMS

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	LICENSING	Beauty and Health Centres with:	Tattoo and Body Piercing to Laser Treatment Catch Up Fee (i.e. £680 - £533)	147.00	147.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Licensing Administration Fee	30.00	30.00		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Film Classification	30.00 per hour, or part thereof	30.00 per hour, or part thereof		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Beauty and Health Centres with:	Licensing Enforcement Officer Time	65.00 per hour or part thereof	65.00 per hour or part thereof		0.0%	No Change- Determined by Government Department- DCMS
N&H	LICENSING	Sex Establishments:	Sex Establishments:					
N&H	LICENSING	Sex Establishments:	Sex Shops	4,000.00	4,000.00		0.0%	No Change - The service believes the current fees achieving full cost recovery. To be reviewed in 2019
N&H	LICENSING	Sex Establishments:	Sex shop Renewal	2,734.00	2,734.00		0.0%	No Change - The service believes the current fees achieving full cost recovery. To be reviewed in 2019
N&H	LICENSING	Sex Establishments:	Sex Cinemas	4,000.00	4,000.00		0.0%	No Change - The service believes the current fees achieving full cost recovery. To be reviewed in 2019
N&H	LICENSING	Sex Establishments:	Sex Cinema Renewal	2,734.00	2,734.00		0.0%	No Change - The service believes the current fees achieving full cost recovery. To be reviewed in 2019
N&H	LICENSING	Sex Establishments:	Sex Entertainment Venues	4,000.00	4,000.00		0.0%	No Change - The service believes the current fees achieving full cost recovery. To be reviewed in 2019
N&H	LICENSING	Sex Establishments:	SEV Renewal	2,734.00	2,734.00		0.0%	No Change - The service believes the current fees achieving full cost recovery. To be reviewed in 2019
N&H	LICENSING	Sex Establishments:	Transfer	426.00	426.00		0.0%	No Change - The service believes the current fees achieving full cost recovery. To be reviewed in 2019
N&H	LICENSING	Sex Establishments:	Variation	426.00	426.00		0.0%	No Change - The service believes the current fees achieving full cost recovery. To be reviewed in 2019
N&H	LICENSING	Other Licenses	Other Licenses					
N&H	LICENSING	Other Licenses	Animal Boarding Establishment (Home Boarders)	163.00	163.00		0.0%	No Change - Regulated by the DCMG
N&H	LICENSING	Other Licenses	Hypnotism on stage	98.00	98.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Competitive Bidding Premises	326.00	326.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Transfer	64.00	64.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Variation	112.00	112.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Duplicate / replacement licence document	25.00	25.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Replacement of Scrap Metal Dealer Site licence	24.00	24.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Replacement of Scrap Metal Dealer Collectors licence	24.00	24.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Changes of details on Scrap Metal Site licence	24.00	24.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Changes of details on Scrap Metal Collectors licence	24.00	24.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Film Classification (Hourly rate)	39.22	39.22		0.0%	No Change - Externally regulated by DCMG
N&H	LICENSING	Other Licenses	Licensing Officer (includes VAT)	39.22	39.22		0.0%	No Change - Externally regulated by DCMG
N&H	LICENSING	Other Licenses	Licensing Service Pre-Application: Check and Send (VAT included)					
N&H	LICENSING	Other Licenses	New premises, Variation , Provisional Statement, club premises certification	39.00	39.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Minor Variation	29.00	29.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Transfer of Premises	11.50	11.50		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Variation and disapplication of Designated Premises Supervisor (Vary DPS)	11.50	11.50		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Transfer & Vary DPS	20.00	20.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Interim Authority Notice	11.50	11.50		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Temporary Event Notice	11.50	11.50		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Personal Licence	11.50	11.50		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Pre - App (Front Desk service as current (incl Check & Send)) VAT included	78.00	78.00		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	LICENSING	Other Licenses	Pre-App (Full Service - site meeting, written report, incl Check & Send) VAT included + invoice from DMT	176.53	176.53		0.0%	No Change - Will be part of a major review of Licensing Fees in 2020
N&H	MARKETS	STREET MARKETS	STREET MARKETS					
N&H	MARKETS	Permanent Traders	Permanent Traders					
N&H	MARKETS	Kingsland Market	Kingsland Market					
N&H	MARKETS	Kingsland Market	Saturday	34.00	34.00		0.0%	Fees out to consultation
N&H	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Hoxton *fees inclusive of stall hire on Saturdays					
N&H	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Monday - Saturday	42.00	42.00		0.0%	Fees out to consultation
N&H	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Monday - Saturday (fruit and vegetable)	46.00	46.00		0.0%	Fees out to consultation
N&H	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Friday or Saturday (fee per day)	25.00	25.00		0.0%	Fees out to consultation
N&H	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Friday or Saturday (fee per day - fruit and vegetable)	27.00	27.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Ridley Road Market					
N&H	MARKETS	Ridley Road Market	Monday - Saturday zones one and two (fee per week)	75.00	75.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Monday - Saturday zone three (fee per week)	69.00	69.00		0.0%	Fees out to consultation

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	MARKETS	Ridley Road Market	Monday - Saturday (fruit and vegetable) zones one and two (fee per week)	116.00	116.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Monday - Saturday (fruit and vegetable) zone three (fee per week)	108.00	108.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Friday or Saturday (fee per day) zones one and two	31.00	31.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Friday or Saturday (fee per day) zone three	28.00	28.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Friday or Saturday (fee per day - fruit and vegetable) zones one and two	42.00	42.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Friday or Saturday (fee per day - fruit and vegetable) zone three	39.00	39.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Friday and Saturday (only) zones one and two	39.00	39.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Friday and Saturday (only) zone three	36.00	36.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Friday and Saturday (only - fruit and vegetable) zones one and two	52.00	52.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Market	Friday and Saturday (only - fruit and vegetable) zone three	49.00	49.00		0.0%	Fees out to consultation
N&H	MARKETS	Broadway Market	Broadway Market					
N&H	MARKETS	Broadway Market	Saturday (only)*	14	14		0.0%	Fees out to consultation
N&H	MARKETS	Broadway Market	Saturday (only - Fruit & Vegetable)*	15	15		0.0%	Fees out to consultation
N&H	MARKETS	Kingsland Market	Kingsland Market					
N&H	MARKETS	Temporary Traders	Temporary Traders					
N&H	MARKETS	Kingsland Market	Saturday	32.00	32.00		0.0%	Fees out to consultation
N&H	MARKETS	Kingsland Market	Saturday (fruit and vegetable)	34.00	34.00		0.0%	Fees out to consultation
N&H	MARKETS	Hoxton	Hoxton					
N&H	MARKETS	Hoxton	Monday - Thursday (per day)	15.00	15.00		0.0%	Fees out to consultation
N&H	MARKETS	Hoxton	Monday - Thursday (per day - fruit and vegetable)	20.00	20.00		0.0%	Fees out to consultation
N&H	MARKETS	Hoxton	Friday or Saturday (fee per day)	27.00	27.00		0.0%	Fees out to consultation
N&H	MARKETS	Hoxton	Friday or Saturday (fee per day - fruit and vegetable)	31.00	31.00		0.0%	Fees out to consultation
N&H	MARKETS	Broadway	Broadway					
N&H	MARKETS	Broadway	Saturday (only)	15.00	15.00		0.0%	Fees out to consultation
N&H	MARKETS	Broadway	Saturday (only - fruit and vegetable)	17.00	17.00		0.0%	Fees out to consultation
N&H	MARKETS	Chatsworth Road	Chatsworth Road					
N&H	MARKETS	Chatsworth Road	Sunday (only)	15.00	15.00		0.0%	Fees out to consultation
N&H	MARKETS	Chatsworth Road	Sunday (only - fruit and vegetable)	19.00	19.00		0.0%	Fees out to consultation
N&H	MARKETS	Miscellaneous sites (**excludes fruit and vegetable traders)	Miscellaneous sites (**excludes fruit and vegetable traders)					
N&H	MARKETS	Miscellaneous sites (**excludes fruit and vegetable traders)	Monday - Sunday (per day)	30.00	30.00		0.0%	Fees out to consultation
N&H	MARKETS	Miscellaneous sites (**excludes fruit and vegetable traders)	Monday - Sunday (per day - fruit and vegetable)	35.00	35.00		0.0%	Fees out to consultation
N&H	MARKETS	Miscellaneous sites (**excludes fruit and vegetable traders)	Monday - Sunday (per day), small pitch traders (2mx2m)**	25.00	25.00		0.0%	Fees out to consultation
N&H	MARKETS	Miscellaneous sites (**excludes fruit and vegetable traders)	Miscellaneous single event fee - any trading day (for individual events in the year, not regular events e.g. a single annual event)	40.00	40.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road Variable Charges for Temporary Traders	Ridley Road Variable Charges for Temporary Traders					
N&H	MARKETS	Zone 1	Zone 1					
N&H	MARKETS	Zone 1	Monday to Thursday - non fruit and vegetables	30.00	30.00		0.0%	Fees out to consultation
N&H	MARKETS	Zone 1	Monday to Thursday - fruit and vegetables	35.00	35.00		0.0%	Fees out to consultation
N&H	MARKETS	Zone 1	Friday or Saturday - non fruit and vegetables	50.00	50.00		0.0%	Fees out to consultation
N&H	MARKETS	Zone 1	Friday or Saturday - fruit and vegetables	55.00	55.00		0.0%	Fees out to consultation
N&H	MARKETS	Zone 2	Zone 2					
N&H	MARKETS	Zone 2	Monday to Thursday - non fruit and vegetables	19.00	19.00		0.0%	Fees out to consultation
N&H	MARKETS	Zone 2	Monday to Thursday - fruit and vegetables	25.00	25.00		0.0%	Fees out to consultation
N&H	MARKETS	Zone 2	Friday or Saturday - non fruit and vegetables	38.00	38.00		0.0%	Fees out to consultation
N&H	MARKETS	Zone 2	Friday or Saturday - fruit and vegetables	41.00	41.00		0.0%	Fees out to consultation
N&H	MARKETS	Zone 3	Zone 3					
N&H	MARKETS	Zone 3	Monday to Thursday - non fruit and vegetables	10.00	10.00		0.0%	Fees out to consultation
N&H	MARKETS	Zone 3	Monday to Thursday - fruit and vegetables	20.00	20.00		0.0%	Fees out to consultation

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	MARKETS	Zone 3	Friday or Saturday - non fruit and vegetables	24.00	24.00		0.0%	Fees out to consultation
N&H	MARKETS	Zone 3	Friday or Saturday - fruit and vegetables	35.00	35.00		0.0%	Fees out to consultation
N&H	MARKETS		New Trader Discount Scheme					
N&H	MARKETS	To those submitting their first street trading licence application a free trial of four consecutive single weekend days or four consecutive weekday trading is provided.	To those submitting their first street trading licence application a free trial of four consecutive single weekend days or four consecutive weekday trading is provided.	0	0		0.0%	Fees out to consultation
N&H	MARKETS		Referral Credit Scheme					
N&H	MARKETS	If a trader makes a referral for another trader to join the market and the new trader names an existing trader as having referred them, both new and existing trader will receive a credit to their account equal to a single day pitch fee	If a trader makes a referral for another trader to join the market and the new trader names an existing trader as having referred them, both new and existing trader will receive a credit to their account equal to a single day pitch fee	0	0		0.0%	Fees out to consultation
N&H	MARKETS		Market and Street Trading Administration Fees					
N&H	MARKETS	Market and Street Trading Administration Fees	New market temporary licence application or renewal fee	50.00	50.00		0.0%	Fees out to consultation
N&H	MARKETS	Market and Street Trading Administration Fees	New market permanent licence application or renewal fee	50.00	50.00		0.0%	Fees out to consultation
N&H	MARKETS	Market and Street Trading Administration Fees	Application to change the terms of a permanent licence (such as commodity or pitch number).	50.00	50.00		0.0%	Fees out to consultation
N&H	MARKETS	Market and Street Trading Administration Fees	Replacement licence card	30.00	30.00		0.0%	Fees out to consultation
N&H	MARKETS	Market and Street Trading Administration Fees	Replacement assistant identity card	20.00	20.00		0.0%	Fees out to consultation
N&H	MARKETS	Market and Street Trading Administration Fees	Replacement nameplate	15.00	15.00		0.0%	Fees out to consultation
N&H	MARKETS	Market and Street Trading Administration Fees	Traders replacement statement of account	10.00	10.00		0.0%	Fees out to consultation
N&H	MARKETS	Market and Street Trading Administration Fees	Discount will be applied to all new applications and renewals completed and received online	10.00	10.00		0.0%	Fees out to consultation
N&H	MARKETS		STREET MARKETS					
N&H	MARKETS	STREET MARKETS	Over 24 months	15,000.00	15,000.00		0.0%	Fees out to consultation
N&H	MARKETS	STREET MARKETS	Container small (including portaloos) - up to 3 months	200.00	200.00		0.0%	Fees out to consultation
N&H	MARKETS	STREET MARKETS	Container small (including portaloos) - per month (after 3 months)	200.00	200.00		0.0%	Fees out to consultation
N&H	MARKETS	STREET MARKETS	Container large - up to 3 months	400.00	400.00		0.0%	Fees out to consultation
N&H	MARKETS	STREET MARKETS	Container large - per month (after three months)	400.00	400.00		0.0%	Fees out to consultation
N&H	MARKETS		Kingsland Market - Permanent Traders					
N&H	MARKETS	Kingsland Market - Permanent Traders	Stall hire	25.00	25.00		0.0%	Fees out to consultation
N&H	MARKETS		Hoxton					
N&H	MARKETS	Hoxton	Stall hire	17.00	17.00		0.0%	Fees out to consultation
N&H	MARKETS	Hoxton	Stall hire (Saturdays only - Temporary Traders)	17.00	17.00		0.0%	Fees out to consultation
N&H	MARKETS		Ridley Road					
N&H	MARKETS	Ridley Road	10ft container (per month)	50.00	50.00		0.0%	Fees out to consultation
N&H	MARKETS	Ridley Road	20ft container (per month)	100.00	100.00		0.0%	Fees out to consultation
N&H	MARKETS		Chatsworth Road					
N&H	MARKETS	Chatsworth Road	Stall hire	20.00	20.00		0.0%	Fees out to consultation
N&H	MARKETS		Kingsland Market					
N&H	MARKETS	Kingsland Market	Stall hire (Saturdays only - Temporary Traders)	25.00	25.00		0.0%	Fees out to consultation
N&H	MARKETS		Well Street					
N&H	MARKETS	Well Street	Saturday (fee per day)	31.00	31.00		0.0%	Fees out to consultation
N&H	MARKETS	Well Street	Saturday - fruit and vegetables (fee per day)	36.00	36.00		0.0%	Fees out to consultation
N&H	MARKETS	Well Street	Stall hire	17.00	17.00		0.0%	Fees out to consultation
N&H	MARKETS		Well Street - Temporary Traders					
N&H	MARKETS	Well Street - Temporary Traders	Saturday (fee per day)	31.00	31.00		0.0%	Fees out to consultation
N&H	MARKETS	Well Street - Temporary Traders	Saturday - fruit and vegetables (fee per day)	36.00	36.00		0.0%	Fees out to consultation
N&H	MARKETS	Well Street - Temporary Traders	Stall hire	17.00	17.00		0.0%	Fees out to consultation
N&H	MARKETS		Miscellaneous sites (**excludes fruit and vegetable traders) - Temporary Traders					
N&H	MARKETS	Miscellaneous sites (**excludes fruit and vegetable traders) - Temporary Traders	Hackney Carnival - non food	150.00	150.00		0.0%	Fees out to consultation
N&H	MARKETS	Miscellaneous sites (**excludes fruit and vegetable traders) - Temporary Traders	Hackney Carnival - food	250.00	250.00		0.0%	Fees out to consultation

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	MARKETS	Markets promotional prices	Markets promotional prices					
N&H	MARKETS	Markets promotional prices	*Promotional pricing may be introduced or withdrawn at any time depending on the needs of relevant markets - terms and conditions will apply					
N&H	MARKETS	Markets promotional prices	*Promotion - £10 off new applications and renewals completed and received online	10.00	10.00		0.0%	Fees out to consultation
N&H	MARKETS	Markets promotional prices	*Promotion - Buy one pitch get one free	Various	Various		0.0%	Fees out to consultation
N&H	MARKETS	Markets promotional prices	*Promotion - Buy one pitch and get one half price	Various	Various		0.0%	Fees out to consultation
N&H	MARKETS	Markets promotional prices	*Promotion - 25% discount on pitch fee	Various	Various		0.0%	Fees out to consultation
N&H	MARKETS	Markets promotional prices	*Promotion - 50% discount on pitch fee	Various	Various		0.0%	Fees out to consultation
N&H	MARKETS	Markets promotional prices	*Promotion - 75% discount on pitch fee	Various	Various		0.0%	Fees out to consultation
N&H	MARKETS	Markets promotional prices	*Promotion - Free stall hire	0.00	0.00		0.0%	Fees out to consultation
N&H	PARKING	PARKING	PARKING					
N&H	PARKING	Pay and display machine	Mobile phone parking charge - transaction fee	0.10	0.10		0.0%	No change.
N&H	PARKING	Pay and display machine	Mobile phone charge - optional reminder message fee	0.10	0.10		0.0%	No change.
N&H	PARKING	Pay and display machine	Pay and display machine					
N&H	PARKING	Pay and display machine	On-street pay and display bays	1.70-6.00ph	1.40-5.00ph		0-50%	Benchmarked with neighbouring or similar local authorities.
N&H	PARKING	Parking permits						
N&H	PARKING	Resident permit - 12 months	Based on CO2 emissions with a diesel surcharge					
N&H	PARKING	No local CO2 emissions - 12 months	No local CO2 emissions	10.00	10.00		0.0%	No change.
N&H	PARKING	Resident permit - 12 months~	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Resident permit 12 months	All other vehicles	62.00	61.00		1.6%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Resident permit 12 months	Diesel powered vehicles	162.00	111.00		45.9%	Diesel supplement increased by £50 to £100
N&H	PARKING	Resident permit - 12 months	CO2 emissions (121-185 g/km), or smaller engines (under 1200cc)					
N&H	PARKING	Resident permit 12 months	All other vehicles	114.00	112.00		1.8%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Resident permit 12 months	Diesel powered vehicles	214.00	162.00		32.1%	Diesel supplement increased by £50 to £100
N&H	PARKING	Resident permit - 12 months	CO2 emissions (186-225g/km), or engines (1200cc - 2000cc)					
N&H	PARKING	Resident permit 12 months	All other vehicles	166.00	163.00		1.8%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Resident permit 12 months	Diesel powered vehicles	266.00	213.00		24.9%	Diesel supplement increased by £50 to £100
N&H	PARKING	Resident permit - 12 months	CO2 emissions (226 g/km +), or engines (2001cc +)					
N&H	PARKING	Resident permit 12 months	All other vehicles	217.50	214.00		1.6%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Resident permit 12 months	Diesel powered vehicles	317.50	264.00		20.3%	Diesel supplement increased by £50 to £100
N&H	PARKING	Residents permits - 6 months	Based on CO2 emissions with a diesel surcharge					
N&H	PARKING	Residents permits - 6 months	Residents permits - 6 months					
N&H	PARKING	Residents permits - 6 months	No local CO2 emissions	10.00	10.00		0.0%	No change.
N&H	PARKING	Residents permits - 6 months	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Residents permits - 6 months	All other vehicles	39.00	38.50		1.3%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Residents permits - 6 months	Diesel powered vehicles	89.00	63.50		40.2%	Diesel supplement increased by £50 to £100
N&H	PARKING	Residents permits - 6 months	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Residents permits - 6 months	All other vehicles	68.00	67.00		1.5%	CPI increase rounded to nearest 50p
N&H	PARKING	Residents permits - 6 months	Diesel powered vehicles	118.00	92.00		28.3%	Diesel supplement increased by £50 to £100
N&H	PARKING	Residents permits - 6 months	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Residents permits - 6 months	All other vehicles	97.00	95.50		1.6%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Residents permits - 6 months	Diesel powered vehicles	147.00	120.50		22.0%	Diesel supplement increased by £50 to £100
N&H	PARKING	Residents permits - 6 months	CO2 emissions (226 g/km +) or engines (2001cc +)					
N&H	PARKING	Residents permits - 6 months	All other vehicles	126.00	124.00		1.6%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Residents permits - 6 months	Diesel powered vehicles	176.00	149.00		18.1%	Diesel supplement increased by £50 to £100
N&H	PARKING	Residents permits - 3 months	Based on CO2 emissions with a diesel surcharge					
N&H	PARKING	Residents permits - 3 months	Resident permits - 3 months					
N&H	PARKING	Residents permits - 3 months	No local CO2 emissions	10.00	10.00		0.0%	No change.
N&H	PARKING	Residents permits - 3 months	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Residents permits - 3 months	All other vehicles	27.00	26.50		1.9%	CPI increase rounded to the nearest 50p.

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	PARKING	Residents permits - 3 months	Diesel powered vehicles	52.00	39.00		33.3%	Diesel supplement increased by £50 to £100
N&H	PARKING	Residents permits - 3 months	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Residents permits - 3 months	All other vehicles	43.50	43.00		1.2%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Residents permits - 3 months	Diesel powered vehicles	68.50	55.50		23.4%	Diesel supplement increased by £50 to £100
N&H	PARKING	Residents permits - 3 months	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Residents permits - 3 months	All other vehicles	60.50	59.50		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Residents permits - 3 months	Diesel powered vehicles	85.50	72.00		18.8%	Diesel supplement increased by £50 to £100
N&H	PARKING	Residents permits - 3 months	CO2 emissions (226 g/km +) or engines (2001cc +)					
N&H	PARKING	Residents permits - 3 months	All other vehicles	77.50	76.00		2.0%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Residents permits - 3 months	Diesel powered vehicles	102.50	88.50		15.8%	Diesel supplement increased by £50 to £100
N&H	PARKING	Motorbikes and mopeds						
N&H	PARKING	Parking	Motorbikes and mopeds (under all permits) aligned to existing permit types full price charging structure.	Various	Various		Various	Full alignment through all permit types - policy supported by PEP 2015-20. Consultation Jan 2020
N&H	PARKING	Business permits	Based on CO2 emissions with a diesel surcharge					
N&H	PARKING	Business permits - 12 months A and B only	Business permit - 12 months, parking zones A and B only					
N&H	PARKING	Business permits - 12 months A and B only	No local CO2 emissions	20.50	20.00		2.5%	CPI increase rounded to the nearest 50p
N&H	PARKING	Business permits - 12 months A and B only	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Business permits - 12 months A and B only	All other vehicles	549.00	540.00		1.7%	CPI increase rounded to nearest 50p
N&H	PARKING	Business permits - 12 months A and B only	Diesel powered vehicles	649.00	590.00		10.0%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permits - 12 months A and B only	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Business permits - 12 months A and B only	All other vehicles	1,098.50	1,080.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 12 months A and B only	Diesel powered vehicles	1,198.50	1,130.00		6.1%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permits - 12 months A and B only	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Business permits - 12 months A and B only	All other vehicles	1,607.00	1,580.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 12 months A and B only	Diesel powered vehicles	1,707.00	1,630.00		4.7%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permits - 12 months A and B only	CO2 emissions (226 g/km +) or engines (2001cc +)					
N&H	PARKING	Business permits - 12 months A and B only	All other vehicles	1,607.00	1,580.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 12 months A and B only	Diesel powered vehicles	1,707.00	1,630.00		4.7%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permits - 3 months A and B only	Business permit - 3 months, parking zones A and B only					
N&H	PARKING	Business permits - 3 months A and B only	No local CO2 emissions	20.50	20.00		2.5%	CPI increase rounded to the nearest 50p
N&H	PARKING	Business permits - 3 months A and B only	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Business permits - 3 months A and B only	All other vehicles	208.50	205.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 3 months A and B only	Diesel powered vehicles	233.50	217.50		7.4%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permits - 3 months A and B only	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Business permits - 3 months A and B only	All other vehicles	396.50	390.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 3 months A and B only	Diesel powered vehicles	421.50	402.50		4.7%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permits - 3 months A and B only	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Business permits - 3 months A and B only	All other vehicles	585.00	575.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 3 months A and B only	Diesel powered vehicles	610.00	587.50		3.8%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permits - 3 months A and B only	CO2 emissions (226 g/km +) or engines (2001cc +)					
N&H	PARKING	Business permits - 3 months A and B only	All other vehicles	585.00	575.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 3 months A and B only	Diesel powered vehicles	610.00	587.50		3.8%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permit - 12 months standard rate for all other parking zones	Based on CO2 emissions with a diesel surcharge					
N&H	PARKING	Business permits - 12 months - standard rate for all other parking zones	No local CO2 emissions	20.50	20.00		2.5%	CPI increase rounded to the nearest 50p
N&H	PARKING	Business permit - 12 months standard rate for all other parking zones	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Business permits - 12 months - standard rate for all other parking zones	All other vehicles	285.00	280.00		1.8%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 12 months - standard rate for all other parking zones	Diesel powered vehicles	385.00	330.00		16.7%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permit - 12 months standard rate for all other parking zones	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)					

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	PARKING	Business permits - 12 months - standard rate for all other parking zones	All other vehicles	549.00	540.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 12 months - standard rate for all other parking zones	Diesel powered vehicles	649.00	590.00		10.0%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permit - 12 months standard rate for all other parking zones	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Business permits - 12 months - standard rate for all other parking zones	All other vehicles	813.50	800.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 12 months - standard rate for all other parking zones	Diesel powered vehicles	913.50	850.00		7.5%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permit - 12 months standard rate for all other parking zones	CO2 emissions (226 g/km +) or engines (2001cc +)					
N&H	PARKING	Business permits - 12 months - standard rate for all other parking zones	All other vehicles	1,078.00	1,060.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permits - 12 months - standard rate for all other parking zones	Diesel powered vehicles	1,178.00	1,110.00		6.1%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	Based on CO2 emissions with a diesel surcharge					
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	No local CO2 emissions	20.50	20.00		2.5%	CPI increase rounded to the nearest 50p
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	All other vehicles	117.00	115.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	Diesel powered vehicles	142.00	127.50		11.4%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	CO2 emissions (121 - 185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	All other vehicles	213.50	210.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	Diesel powered vehicles	238.50	222.50		7.2%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	All other vehicles	310.00	305.00		1.6%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	Diesel powered vehicles	335.00	317.50		5.5%	Diesel supplement increased by £50 to £100
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	CO2 emissions (226 g/km +) or engines (2001cc +)					
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	All other vehicles	407.00	400.00		1.8%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Business permit - 3 months standard rate for all other parking zones	Diesel powered vehicles	432.00	412.50		4.7%	Diesel supplement increased by £50 to £100
N&H	PARKING	All zone parking permits	Based on CO2 emissions with a diesel surcharge					
N&H	PARKING	All zone parking permit - 12 months	No local CO2 emissions	1,139.00	1,120.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	All zone parking permits - 12 months	CO2 emissions (up to 120 g/km)					
N&H	PARKING	All zone parking permit - 12 months	All other vehicles	1,546.00	1,520.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	All zone parking permit - 12 months	Diesel powered vehicles	1,746.00	1,620.00		7.8%	Diesel supplement increased by £50 to £100
N&H	PARKING	All zone parking permits - 12 months	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	All zone parking permit - 12 months	All other vehicles	1,952.50	1,920.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	All zone parking permit - 12 months	Diesel powered vehicles	2,152.50	2,020.00		6.6%	Diesel supplement increased by £50 to £100
N&H	PARKING	All zone parking permits - 12 months	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	All zone parking permit - 12 months	All other vehicles	2,359.50	2,320.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	All zone parking permit - 12 months	Diesel powered vehicles	2,559.50	2,420.00		5.8%	Diesel supplement increased by £50 to £100
N&H	PARKING	All zone parking permits - 12 months	CO2 emissions (226 g/km +) or engines (2001cc +)					
N&H	PARKING	All zone parking permit - 12 months	All other vehicles	2,919.00	2,870.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	All zone parking permit - 12 months	Diesel powered vehicles	3,119.00	2,970.00		5.0%	Diesel supplement increased by £50 to £100
N&H	PARKING	Health and social care permits	Based on CO2 emissions with a diesel surcharge					
N&H	PARKING	Health and social care permits - 12 months	No local CO2 emissions	20.50	20.00		2.5%	CPI increase rounded to the nearest 50p
N&H	PARKING	Health and social care permits - 12 months	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Health and social care permits - 12 months	All other vehicles	127.00	125.00		1.6%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Health and social care permits - 12 months	Diesel powered vehicles	227.00	175.00		29.7%	Diesel supplement increased by £50 to £100

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	PARKING	Health and social care permits - 12 months	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Health and social care permits - 12 months	All other vehicles	234.00	230.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Health and social care permits - 12 months	Diesel powered vehicles	334.00	280.00		19.3%	Diesel supplement increased by £50 to £100
N&H	PARKING	Health and social care permits - 12 months	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Health and social care permits - 12 months	All other vehicles	340.50	335.00		1.6%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Health and social care permits - 12 months	Diesel powered vehicles	440.50	385.00		14.4%	Diesel supplement increased by £50 to £100
N&H	PARKING	Health and social care permits - 12 months	CO2 emissions (226 g/km +) or engines (2001cc +)					
N&H	PARKING	Health and social care permits - 12 months	All other vehicles	447.50	440.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Health and social care permits - 12 months	Diesel powered vehicles	547.50	490.00		11.7%	Diesel supplement increased by £50 to £100
N&H	PARKING	Doctors permit - standard rate for all other parking zones	Based on CO2 emissions with a diesel surcharge					
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	No local CO2 emissions	234.00	230.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	All other vehicles	346.00	340.00		1.8%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	Diesel powered vehicles	446.00	390.00		14.4%	Diesel supplement increased by £50 to £100
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	All other vehicles	457.50	450.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	Diesel powered vehicles	557.50	500.00		11.5%	Diesel supplement increased by £50 to £100
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	All other vehicles	569.50	560.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	Diesel powered vehicles	669.50	610.00		9.8%	Diesel supplement increased by £50 to £100
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	CO2 emissions (226 g/km +) or engines (2001cc +)					
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	All other vehicles	681.50	670.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Doctors permit - 12 months standard rate for all other parking zones	Diesel powered vehicles	781.50	720.00		8.5%	Diesel supplement increased by £50 to £100
N&H	PARKING	Doctors permit A and B only	Based on CO2 emissions with a diesel surcharge					
N&H	PARKING	Doctors permit - 12 months zones A & B	No local CO2 emissions	447.50	440.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Doctors permit - 12 months zones A and B only	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Doctors permit - 12 months zones A and B only	All other vehicles	559.50	550.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Doctors permit - 12 months zones A and B only	Diesel powered vehicles	659.50	600.00		9.9%	Diesel supplement increased by £50 to £100
N&H	PARKING	Doctors permit - 12 months zones A and B only	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Doctors permit - 12 months zones A and B only	All other vehicles	671.00	660.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Doctors permit - 12 months zones A and B only	Diesel powered vehicles	771.00	710.00		8.6%	Diesel supplement increased by £50 to £100
N&H	PARKING	Doctors permit - 12 months zones A and B only	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Doctors permit - 12 months zones A and B only	All other vehicles	783.00	770.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Doctors permit - 12 months zones A and B only	Diesel powered vehicles	883.00	820.00		7.7%	Diesel supplement increased by £50 to £100
N&H	PARKING	Doctors permit - 12 months zones A and B only	CO2 emissions (226 g/km +) or engines (2001cc +)					
N&H	PARKING	Doctors permit - 12 months zones A and B only	All other vehicles	895.00	880.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Doctors permit - 12 months zones A and B only	Diesel powered vehicles	995.00	930.00		7.0%	Diesel supplement increased by £50 to £100
N&H	PARKING	Permit administration fees	Permit administration fees					
N&H	PARKING	Administration fee for refunds	Administration fee for refunds - on street all permit types	20.50	20.00		2.5%	No change - as service was reviewed and charges increased for 2017/18
N&H	PARKING	Visitor vouchers	Visitor vouchers (price per book)					
N&H	PARKING	Visitor vouchers residents	Book of five one day vouchers, standard rate	20.50	20.00		2.5%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Visitor vouchers residents - blue badge holder, 60 and over discounted rate	Book of five one day vouchers, discount on standard rate, available to customers aged 60 and over, or blue badge holders (only applicable to the first two books bought per month).	10.25	10.00		2.5%	Set at 50% of full voucher price

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	PARKING	Visitor vouchers residents	Book of 20 two hour vouchers, standard rate	23.50	23.00		2.2%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Visitor vouchers residents - blue badge holder, 60 and over discounted rate	Book of 20 two hour vouchers, discount on standard rate, available to customers aged 60 and over, or blue badge holders (only applicable to the first two books bought per month).	11.75	11.50		2.2%	Set at 50% of full voucher price
N&H	PARKING	Health and social care vouchers	Health and social care vouchers, book of five one day vouchers, standard rate	42.50	42.00		1.2%	CPI increase rounded to the nearest 50p.
N&H	PARKING	All zone business vouchers	All zone business voucher (book of 10, each lasting one day)	229.00	225.00		1.8%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Film vouchers	Film voucher - one day	31.50	31.00		1.6%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Bay suspensions	Bay suspensions					
N&H	PARKING	Bay suspensions	Suspensions charge per five metre car space per day - all controlled parking zones (excluding domestic removals, highway maintenance, NHS, Hackney Housing and housing associations).	34.00	25.00		36.0%	Benchmarked with other boroughs.
N&H	PARKING	Bay suspensions	Administration fee - new and extended suspensions (one off fee)	76.50	75.00		2.0%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Bay suspensions	Suspensions daily fee for domestic removals (up to one day), highway maintenance, NHS, Hackney Housing and housing associations.	Free	Free		0.0%	No change
N&H	PARKING	Bay suspensions	Unauthorised suspension or late notice fee (requests seven days or less from suspension start date - in addition to administration fee)	76.50	75.00		2.0%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Dispensations - removals, extended deliveries, works or parking in a suspended bay	Dispensations - removals, extended deliveries, works or parking in a suspended bay					
N&H	PARKING	Dispensations	Dispensation charge per 5m car space per day	20.50	20.00		2.5%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Dispensations	Dispensation - wedding (two free dispensations valid on one day only)	Free	Free		0.0%	No change.
N&H	PARKING	Dispensations	Dispensation - funeral (ten free dispensations valid on one day only)	Free	Free		0.0%	No change.
N&H	PARKING	Parking enforcement	Enforcement					
N&H	PARKING	Parking enforcement	Penalty Charge Notices (PCNs)	80.00 - 130.00	80.00 - 130.00		0.0%	Charges set by external body
N&H	PARKING	Parking enforcement	Parking removal	200.00	200.00		0.0%	Charges set by external body
N&H	PARKING	Parking enforcement	Parking Removal Storage	40.00	40.00		0.0%	Charges set by external body
N&H	PARKING	Parking enforcement	Parking Removal Disposal	70.00	70.00		0.0%	Charges set by external body
N&H	PARKING	Parking enforcement	Hackney residents - abandoned vehicles removal and disposal only.	Free	Free		0.0%	No change.
N&H	PARKING	PARKING	PARKING					
N&H	PARKING	Pay and display	Pay by mobile discount only - except leisure centres	0.20ph	0.20ph or 1.20 for all day charge		0.0%	This is an ongoing discount to encourage motorists to pay by mobile using a third party service (RingGo) instead of paying in cash. All day discounted price removed.
N&H	PARKING	Car park - pay and display machine	Car park - pay and display machine	0				
N&H	PARKING	Pay and display machine	Off street car parks - Gillet Street	2.00ph up to three hours maximum stay	1.60ph three hours maximum stay			Prices aligned to neighbouring boroughs to discourage commuting.
N&H	PARKING	Pay and display machine	Off street car parks - Amhurst Road, Bentley Road and Wilmer Place	2.00ph	1.60ph-9.60 all day			No longer manage St Johns car park. All day rates removed, prices aligned to neighbouring boroughs to discourage commuting.
N&H	PARKING	Pay and display machine	Off Street car parks - Kingshall leisure centre	1.20 each hour only, t	1.20 each hour only, three hour r		0.0%	Britannia Leisure Centre closed for redevelopment. No change - managed car park.
N&H	PARKING	Companion badge	Companion badge - up to three years and the blue badge expiry date					
N&H	PARKING	Companion badge - up to three years or the blue badge expiry date	Resident blue badge holders only	Free	Free		0.0%	No change.
N&H	PARKING	Estate residents permit - 12 months only	Estate residents permit - 12 months only					
N&H	PARKING	Estate residents permit - 12 months only	All vehicles	39.25	38.50		1.9%	CPI increase rounded to the nearest 25p.
N&H	PARKING	Estate residents permit - 12 months only	Estate residents blue badge holders only	Free	Free		0.0%	No change.
N&H	PARKING	Car clubs dedicated bays	Car club permit (standard bay based) - 12 months for parking zones A and B only					
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	No local CO2 emissions	610.00	600.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	All other vehicles	915.50	900.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	Diesel powered vehicles	1,065.50	1,050.00		1.5%	

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	CO2 emissions (121 - 185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	All other vehicles	1,220.50	1,200.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	Diesel powered vehicles	1,370.50	1,350.00		1.5%	
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	CO2 emissions (186 - 225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	All other vehicles	1,525.50	1,500.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	Diesel powered vehicles	1,675.50	1,650.00		1.5%	
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	CO2 emissions (226 g/km +) or larger engines (2001cc +)					
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	All other vehicles	1,830.50	1,800.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	Diesel powered vehicles	1,980.50	1,950.00		1.6%	
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	Car club permit types based on CO2 emissions with a diesel surcharge					
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	No local CO2 emissions	318.00	312.50		1.8%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	All other vehicles	477.00	469.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	Diesel powered vehicles	627.00	619.00		1.3%	
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	All other vehicles	635.50	625.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	Diesel powered vehicles	785.50	775.00		1.4%	
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	All other vehicles	795.00	781.50		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	Diesel powered vehicles	945.00	931.50		1.4%	
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	CO2 emissions (226 g/km +) or larger engines (2001cc +)					
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	All other vehicles	953.50	937.50		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	Diesel powered vehicles	1,103.50	1,087.50		1.5%	
N&H	PARKING	Car club floating	Car club permit types based on CO2 emissions with a diesel surcharge					
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	No local CO2 emissions	661.00	650.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	CO2 emissions (up to 120 g/km)					
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	All other vehicles	1,322.00	1,300.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	Diesel powered vehicles	1,522.00	1,450.00		5.0%	
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	CO2 emissions (121 - 185 g/km) or smaller engines (under 1200cc)					
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	All other vehicles	1,652.50	1,625.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	Diesel powered vehicles	1,852.50	1,775.00		4.4%	
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	CO2 emissions (186 - 225g/km) or engines (1200cc - 2000cc)					
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	All other vehicles	1,983.00	1,950.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	Diesel powered vehicles	2,183.00	2,100.00		4.0%	

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	CO2 emissions (226 g/km +) or larger engines (2001cc +)					
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	All other vehicles	2,310.50	2,275.00		1.6%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Car club permit (floating) - 12 months borough-wide	Diesel powered vehicles	2,510.50	2,425.00		3.5%	
N&H	PARKING	Estate resident visitors voucher	Estate resident visitors voucher					
N&H	PARKING	Estate resident visitors voucher	Standard rate - including blue badge holders (one day, ten cards in a book)	3.50	3.30		6.1%	CPI increase rounded to the nearest 25p.
N&H	PARKING	Estate resident visitors voucher	Discount rate for people 60 and over (one day, ten cards in a book)	1.75	1.65		1.7%	CPI increase rounded to the nearest 25p.
N&H	PARKING	Delivery charges	Delivery charges					
N&H	PARKING	Delivery charges	Paper vouchers - delivery charge per order (courier)	3.00	3.00		0.0%	No change.
N&H	PARKING	Delivery charges	Paper vouchers - delivery charge (other delivery methods eg Royal Mail)	Various	Various		0.0%	Customers have asked for a wider range of delivery options to be made available - these will be delivered at the cost of the service provided by 3rd party delivery companies.
N&H	PARKING	Suspensions	Suspensions					
N&H	PARKING	Dedicated bays	Borough wide - per permit/car space, 12 months (permit fee applies separately)					
N&H	PARKING	General disabled parking bays	General disabled parking bays	Free	Free		Free	No change
N&H	PARKING	Dedicated parking bays	One off charge to implement a dedicated parking bay (all types other than a disabled person's bay)	1,734.00	1,705.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	CPZ amendments	Parking zone amendments - charged to developers requesting amendments as part of building works only and Parking Zone Implementations - private land only					
N&H	PARKING	Works costs	Traffic order costs (per scheme)	864.50	850.00		1.7%	CPI increase rounded to the nearest 50p. Prices set by external third party - contract under review
N&H	PARKING	Works costs	Yellow line cost (per linear metre)	1.00	0.90		11.1%	CPI increase rounded to the nearest 50p. Prices set by external third party - contract under review
N&H	PARKING	Works costs	White line cost (per linear metre)	1.50	1.31		14.5%	CPI increase rounded to the nearest 50p. Prices set by external third party - contract under review
N&H	PARKING	Works costs	Traffic restriction refresh (per linear metre)	30.50	30.00		1.7%	CPI increase rounded to the nearest 50p. Prices set by external third party - contract under review
N&H	PARKING	Works costs	Line removal (per linear metre)	30.50	30.00		1.7%	CPI increase rounded to the nearest 50p. Prices set by external third party - contract under review
N&H	PARKING	Works costs	4m post installation (per post)	155.00	152.25		1.8%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Works costs	3m post installation (per post)	149.50	147.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Works costs	Post removal (per post)	123.00	120.75		1.9%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Works costs	Entry sign (per sign)	176.00	173.25		1.6%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Works costs	All other sign (per sign)	25.50	25.20		1.2%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Staff costs (£ per hour)	Staff costs (£ per hour)					
N&H	PARKING	Staff costs (£ per hour)	Design (£ per hour)	76.50	75.00		2.0%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Staff costs (£ per hour)	Implementation, including engineer time, CEO enforcement and removal truck (£ per hour)	79.50	78.00		1.9%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Staff costs (£ per hour)	TMO staff (£ per hour)	101.50	100.00		1.5%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Enforcement	Enforcement					
N&H	PARKING	Enforcement	Unwanted vehicles surrendered to Hackney by non-Hackney resident	30.50	30.00		1.7%	CPI increase rounded to the nearest 50p.
N&H	PARKING	Administration fees and charges	Estate parking permits refunds	10.50	10.00		5.00%	This is not new and is a correction.
N&H	PARKING	Companion badge linked to personalised disabled bay - up to three years or the blue badge expiry date	Residents with personalised disabled bays only - companion e-badge unique to bay	Free	Free		0.00%	New service.
N&H	PARKING	Dedicated parking bay	Personalised disabled bays	Free	Free		0.00%	New service.
N&H	PARKING	Cycle hangar	Cycle hangar					
N&H	PARKING	Cycle hangar - Hackney on street resident	Price per space, per year	42.00	42.00			Improved service.
N&H	PARKING	Cycle hangar - Hackney estate resident	Price per space, per year	30.00	30.00			Improved service.
N&H	PARKING	Cycle hangar - non Hackney resident	Price per space, per year	200	200.00			Improved service.
N&H	PARKING	Cycle hangar - Key replacement	Fees to replace lost keys	25.00	25.00			Improved service.
N&H	PARKING	Cycle hangar - Key refund	Refund if the cycle hangar is no longer wanted and the key is returned	25.00	25.00			Improved service.
N&H	PARKING	Debt recovery	Debt recovery					
N&H	PARKING	Register a debt at County court	Fee to register a debt at TEC of County court.	8.00				No change as fee is set by third party. This is not new and is a correction.
N&H	PARKING	Enforcement agent - Compliance stage	Fees and charges for PCN enforcement action	75.00				No change as fee is set by third party. This is not new and is a correction.
N&H	PARKING	Enforcement agent - Enforcement stage	Fees and charges for PCN enforcement action	235.00				No change as fee is set by third party. This is not new and is a correction.

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	PARKING	Enforcement agent - Sale of goods stage	Fees and charges for PCN enforcement action	110.00				No change as fee is set by third party. This is not new and is a correction.
N&H	PARKING	Untaxed vehicles						
N&H	PARKING	Clamp	Untaxed vehicles	100.00				No change as fee is set by third party. This is not new and is a correction.
N&H	PARKING	Removal before 24 hours	Untaxed vehicles	100.00				No change as fee is set by third party. This is not new and is a correction.
N&H	PARKING	Removal after 24 hours	Untaxed vehicles	200.00				No change as fee is set by third party. This is not new and is a correction.
N&H	PARKING	Storage fee per complete day	Untaxed vehicles	21.00				No change as fee is set by third party. This is not new and is a correction.
N&H	PLANNING	Private Water Supplies Regulations 2009	Private Water Supplies Regulations 2009					
N&H	PLANNING	Private Water Supplies Regulations 2009	Risk Assessment	500.00	500.00		0.0%	Statutory charges - Private Water Supplies Regulations 2009 - schedule 5
N&H	PLANNING	Private Water Supplies Regulations 2009	Sampling (each visit)	100.00	100.00		0.0%	Statutory charges - Private Water Supplies Regulations 2009 - schedule 5
N&H	PLANNING	Private Water Supplies Regulations 2009	Investigation	100.00	100.00		0.0%	Statutory charges - Private Water Supplies Regulations 2009 - schedule 5
N&H	PLANNING	Private Water Supplies Regulations 2009	Granting an authorisation	100.00	100.00		0.0%	Statutory charges - Private Water Supplies Regulations 2009 - schedule 5
N&H	PLANNING	Private Water Supplies Regulations 2009	Analyse a sample under Regulation 10	25.00	25.00		0.0%	Statutory charges - Private Water Supplies Regulations 2009 - schedule 5
N&H	PLANNING	Private Water Supplies Regulations 2009	Analyse a sample taken during check monitoring	100.00	100.00		0.0%	Statutory charges - Private Water Supplies Regulations 2009 - schedule 5
N&H	PLANNING	Private Water Supplies Regulations 2009	Analyse a sample taken during audit monitoring	500.00	500.00		0.0%	Statutory charges - Private Water Supplies Regulations 2009 - schedule 5
N&H	PLANNING	Private Water Supplies Regulations 2009	Contaminated land enquiries					
N&H	PLANNING	Private Water Supplies Regulations 2009	Information from the councils records in relation to contaminated land	144.00	144.00		0.0%	No Change
N&H	PLANNING	Land Charges	Land Charges					
N&H	LAND CHARGES	Land Charges	Local Land Charges Register (LLC1)	43.00	43.00		0.0%	No Change - Will be taken over in future by the Land Registry- date to be advised
N&H	LAND CHARGES	Land Charges	Additional search on Extra Parcel (LLC1)	6.00	6.00		0.0%	No Change - Will be taken over in future by the Land Registry- date to be advised
N&H	PLANNING	PLANNING	PLANNING					
N&H	PLANNING	Planning Applications	Planning Applications					
N&H	PLANNING	Planning Applications	Request for compliance check for planning conditions (only): Household Consents: £25 per condition or set of conditions requested for one site	30.00	30.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Planning Applications	Other consents: £85 per condition or set of conditions requested for one site.	102.00	102.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Planning Pre-applications	Planning Pre-applications					
N&H	PLANNING	Planning Pre-applications	Householders Written Request	108.00	108.00		0.0%	No Change- These were increased by 20% in January 2018 by LBH
N&H	PLANNING	Planning Pre-applications	1-4 residential units and/or 100-499 sqm non-residential floor space	600.00	600.00		0.0%	No Change- These were increased by 20% in January 2018 by LBH
N&H	PLANNING	Planning Pre-applications	10-24 residential units and /or 1000-1999sqm non-residential floor space	2,100.00	2,100.00		0.0%	No Change- These were increased by 20% in January 2018 by LBH
N&H	PLANNING	Planning Pre-applications	25-49 residential units and/or 2000-4999 sqm non-residential floor space	3,600.00	3,600.00		0.0%	No Change- These were increased by 20% in January 2018 by LBH
N&H	PLANNING	Planning Pre-applications	Over 50 residential units and/or over 5000 sqm non-residential floor space	5,400.00	5,400.00		0.0%	No Change- These were increased by 20% in January 2018 by LBH
N&H	PLANNING	Planning Research provision of information	Planning Research provision of information					
N&H	PLANNING	Planning Research provision of information	Planning history database search £20 per site (includes description of works and decision outcome only)	20.00	20.00		0.0%	No Change - Full cost recovery is achieved
N&H	PLANNING	Planning Research provision of information	General planning research/ enquires (including enquiries relating to planning enforcement notices) £50 per hour.	50.00	50.00		0.0%	No Change - Full cost recovery is achieved
N&H	PLANNING	Planning Research provision of information	Request for compliance check for planning conditions one or more (only):	95.00	95.00		0.0%	No Change - Full cost recovery is achieved
N&H	PLANNING	Planning Research provision of information	Other consents: £85 per condition or set of conditions requested for one site.	85.00	85.00		0.0%	No Change - Full cost recovery is achieved
N&H	PLANNING	Validation Checking Services	Validation Checking Services					
N&H	PLANNING	Validation Checking Services	£11,432 + £118 for each 0.1 in excess of 2.5 hectares to a maximum of £150,000	£11,432 plus £138 pe	£11,432 plus £138 per 0.1 hecta		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Validation Checking Services	Householder Applications					
N&H	PLANNING	Validation Checking Services	Alterations/extensions to a single dwelling, including work within boundary	206.00	206.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Full Applications					
N&H	PLANNING	Full Applications	Alterations/extensions to two or more dwellings including works within boundaries	407.00	407.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	New dwellings up to and including 50 per dwelling	462.00	462.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	New dwellings for more than 50	£22859 + £138 per dv	£22859 + £138 per dwelling		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Alterations of buildings - not dwellings	234.00	234.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	PLANNING	Full Applications	Erection of building - not dwellings, agricultural, glasshouses, plant or machinery - no increase of floor space of no more than 40m2	234.00	234.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Erection of building - not dwellings, agricultural, glasshouses, plant or machinery - increase of floor space of more than 40m2 but no more than 75m2	462.00	462.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Erection of building - not dwellings, agricultural, glasshouses, plant or machinery - increase of floor space of more than 75m2 but no more than 3,750m2	£462 for each 75m2 or	£462 for each 75m2 or part there		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Erection of building - not dwellings, agricultural, glasshouses, plant or machinery - increase of floor space of more than 3,750 m2	£22,859 + £138 for each	£22,859 + £138 for each additional		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	The erection of building on land used for agriculture for agricultural purposes - not more than 465m2	96.00	96.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	The erection of building on land used for agriculture for agricultural purposes - more than 465m2 but not more than 4,215m2	£462 for first 540m2 and	£462 for first 540m2 and £462 for		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	The erection of building on land used for agriculture for agricultural purposes - more than 4,215m2	£462 for first 540m2 and	£462 for first 540m2 and £462 for		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Erection of greenhouse - on land for purpose of agriculture - not more than 465m2	96.00	96.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Erection of greenhouse - on land for purpose of agriculture - more than 465m2	2,580.00	2,580.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Erection/alternations/replacements and machinery - not more than 5 hectares	£462 per 0.1 hectare	£462 per 0.1 hectare (or part the		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Erection/alternations/replacements and machinery - more than 5 hectares	22,859 + 138 for each	22,859 + 138 for each additional		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Application car park, service roads or other access - for existing use	234.00	234.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Waste - use of land for disposal of refuse, waste materials or deposits of material remaining after extraction or storage of material - not more than 15 hectares	£234 for each 0.1 hect	£234 for each 0.1 hectare (or pai		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Waste - use of land for disposal of refuse, waste materials or deposits of material remaining after extraction or storage of material -more than 15 hectares	£34,934 + £138 for each	£34,934 + £138 for each 0.1hect		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Operations connected with exploratory drilling for oil or natural gas - not more than 7.5 hectares	£462 for each 0.1 hect	£462 for each 0.1 hectare (or pai		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Operations connected with exploratory drilling for oil or natural gas - more than 7.5 hectares	£38,070 + £151 for each	£38,070 + £151 for each 0.1hect		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Other operations - winning and working of minerals not more than 15 hectares	£234 for each 0.1 hect	£234 for each 0.1 hectare		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Other operations - winning and working of minerals more than 15 hectares	£34,934 + £138 for each	£34,934 + £138 for each 0.1hect		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Full Applications	Other operations - not coming within any of the above categories	£234 for each 0.1 hect	£234 for each 0.1 hectare (or pai		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Lawful Development Certificate	Lawful Development Certificate					
N&H	PLANNING	Lawful Development Certificate	Lawful Development certificate - existing use - including uses in breach of a planning condition	same as full	same as full		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Lawful Development Certificate	Lawful Development certificate - existing use - lawful not to comply with a particular condition	234.00	234.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Lawful Development Certificate	Lawful Development certificate - proposed use	Half the normal planni	Half the normal planning fee		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Prior approval	Prior approval					
N&H	PLANNING	Prior approval	agricultural and forestry buildings and operations or demolition of buildings	96.00	96.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Prior approval	Telecommunications Code Systems Operators	462.00	462.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Reserved Matters	Reserved Matters					
N&H	PLANNING	Reserved Matters	Applications for approval of reserved matters following outline approval	Full fee due or if full fe	Full fee due or if full fee already p		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Approval/Variation/discharge of condition	Approval/Variation/discharge of condition					

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	PLANNING	Approval/Variation/discharge of condition	Application for removal or variation of a condition following grant of planning permission	234.00	234.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Change of Use	Change of Use					
N&H	PLANNING	Change of Use	Change of use as one or more separate dwelling house - not more than 50 dwellings	462 for each	462 for each		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Change of Use	Change of use as one or more separate dwelling house - more than 50 dwellings	£22,859 + £138 for each in excess of	£22,859 + £138 for each in excess of		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Change of Use	Other Change of Use of a building or land	462.00	462.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Advertising	Advertising					
N&H	PLANNING	Advertising	Relating to the business on the premises	132.00	132.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Advertising	Advertisement for the purpose of directing members of the public to a business that is near the site on which the advertisement is displayed but which is not visible from that site	132.00	132.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Advertising	Other advertisement	462.00	462.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Application for a New Planning Permission to replace an Extant Planning Permission	Application for a New Planning Permission to replace an Extant Planning Permission					
N&H	PLANNING	Application for a New Planning Permission to replace an Extant Planning Permission	Application in respect of major developments	690.00	690.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Application for a New Planning Permission to replace an Extant Planning Permission	Application in respect of household developments	68.00	68.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Application for a New Planning Permission to replace an Extant Planning Permission	Application in respect of other developments	234.00	234.00		0.0%	No Change- These were increased by 20% in January 2018 -Approved by DCLG
N&H	PLANNING	Community Infrastructural Levy (CIL) is raised on developers to fund capital infrastructure projects in the Borough. Up to 5% may be utilised to fund management costs.	Community Infrastructural Levy (CIL) is raised on developers to fund capital infrastructure projects in the Borough. Up to 5% may be utilised to fund management costs.					
N&H	PLANNING	CILfor Residential Development	CILfor Residential Development					
N&H	PLANNING	CILfor Residential Development	Zone A	190.00	190.00		0.0%	No Change - Hackney CIL Controlled by LBH
N&H	PLANNING	CILfor Residential Development	Zone B	25.00	25.00		0.0%	No Change - Hackney CIL Controlled by LBH
N&H	PLANNING	CILfor Residential Development	Zone C	55.00	55.00		0.0%	No Change - Hackney CIL Controlled by LBH
N&H	PLANNING	CILfor Residential Development	Zone D	0.00	0.00		0.0%	No Change - Hackney CIL Controlled by LBH
N&H	PLANNING	CIL Commercial and Other Developments	CIL Commercial and Other Developments					
N&H	PLANNING	CIL Commercial and Other Developments	Offices - City Fringe	50.00	50.00		0.0%	No Change - Externally Regulated by GLA
N&H	PLANNING	CIL Commercial and Other Developments	Offices - Rest of the Borough	0.00	0.00		0.0%	No Change - Externally Regulated by GLA
N&H	PLANNING	CIL Commercial and Other Developments	Retail - City Fringe	65.00	65.00		0.0%	No Change - Externally Regulated by GLA
N&H	PLANNING	CIL Commercial and Other Developments	Retail - Rest of the Borough	0.00	0.00		0.0%	No Change - Externally Regulated by GLA
N&H	PLANNING	CIL Commercial and Other Developments	Hotel - City Fringe	80.00	80.00		0.0%	No Change - Externally Regulated by GLA
N&H	PLANNING	CIL Commercial and Other Developments	Hotel - Rest of the Borough	55.00	55.00		0.0%	No Change - Externally Regulated by GLA
N&H	PLANNING	CIL Commercial and Other Developments	Large Format Retail	150.00	150.00		0.0%	No Change - Externally Regulated by GLA
N&H	PLANNING	CIL Commercial and Other Developments	Student Housing	373.00	373.00		0.0%	No Change - Externally Regulated by GLA
N&H	PLANNING	CIL Commercial and Other Developments	All Other Uses	0.00	0.00		0.0%	No Change - Externally Regulated by GLA
N&H	PRIVATE SECTOR HOUSING	PRIVATE SECTOR HOUSING	PRIVATE SECTOR HOUSING					
N&H	PRIVATE SECTOR HOUSING	Licensing of Houses in multiple occupation	Licensing of Houses in multiple occupation					
N&H	PRIVATE SECTOR HOUSING	Licensing of Houses in multiple occupation	Basic Fee per HMO	950.00	950.00		0.0%	New fee structure implemented October 2018
N&H	PRIVATE SECTOR HOUSING	Licensing of Houses in multiple occupation	Basic Fee Accredited Landlords	875.00	875.00		0.0%	New fee structure implemented October 2018
N&H	PRIVATE SECTOR HOUSING	Licensing of Houses in multiple occupation	Renewal of existing Licence	as per basic fee	as per basic fee		0.0%	New fee structure implemented October 2018
N&H	PRIVATE SECTOR HOUSING	Selective License	Selective License					
N&H	PRIVATE SECTOR HOUSING	Selective License	Basic Fee per dwelling	500.00	500.00		0.0%	New fee structure implemented October 2018
N&H	PRIVATE SECTOR HOUSING	Selective License	Basic Fee Accredited Landlords	425.00	425.00		0.0%	New fee structure implemented October 2018
N&H	PRIVATE SECTOR HOUSING	Selective License	Housing and Planning Act Civil Penalties - determined in accordance with policy agreed by Cabinet	upto £30,000	upto £30,000		0.0%	New fee structure implemented October 2018
N&H	PRIVATE SECTOR HOUSING	Work in Default	Work in Default					
N&H	PRIVATE SECTOR HOUSING	Work in Default	Supervising officers time (private Sector Housing Officer) per hour	64.00	64.00		0.0%	New fee structure implemented October 2018

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	PRIVATE SECTOR HOUSING	Work in Default	Supervising officers time (Head of service/Team manager) per hour	74.00	74.00		0.0%	New fee structure implemented October 2018
N&H	PRIVATE SECTOR HOUSING	Work in Default	Administration of contract	15% of principal contr	15% of principal contract exl VAT		0.0%	New fee structure implemented October 2018
N&H	PRIVATE SECTOR HOUSING	General	General					
N&H	PRIVATE SECTOR HOUSING	General	Photocopying - Officer time	41.00	41.00		0.0%	New fee structure implemented October 2018
N&H	PRIVATE SECTOR HOUSING	General	Photocopying - cost per side copied	0.15	0.15		0.0%	New fee structure implemented October 2018
N&H	PRIVATE SECTOR HOUSING	General	Land Registry search fee	4.00	4.00		0.0%	New fee structure implemented October 2018
F&R	REGISTRARS	REGISTRARS	REGISTRARS					
F&R	REGISTRARS	Marriages / Civil Partnership	Marriages / Civil Partnership					
F&R	REGISTRARS	Marriages / Civil Partnership	Register Office	50.00	50.00		0.0%	No change permissible - statutory fee
F&R	REGISTRARS	Marriages / Civil Partnership	Gold Suite (Tues, Wed, Thurs) (Capacity: 50 seated / 70 standing) now Lanchester Suite (Capacity 40 seated)	185.00	185.00		0.0%	Significant increase following benchmarking with other local authorities
F&R	REGISTRARS	Marriages / Civil Partnership	Gold Suite (Fri) (Capacity: 50 seated / 70 standing) now Lanchester Suite (Capacity 40 seated)	250.00	250.00		0.0%	Significant increase following benchmarking with other local authorities
F&R	REGISTRARS	Marriages / Civil Partnership	Gold Suite (Sat) (Capacity: 50 seated / 70 standing) now Lanchester Suite (Capacity 40 seated)	325.00	325.00		0.0%	Slight increase following benchmarking of charging in this area and HTH Refurbishment
F&R	REGISTRARS	Marriages / Civil Partnership	Council Chamber (Capacity: 150)	500.00	500.00		0.0%	No change following benchmarking of charging in this area
F&R	REGISTRARS	Marriages / Civil Partnership	New HTH Assembly Hall (Weekdays and Saturday)	500.00	500.00		0.0%	No change following benchmarking of charging in this area
F&R	REGISTRARS	Marriages / Civil Partnership	New HTH Assembly Hall (Sunday and Bank Holidays)	620.00	620.00		0.0%	No change following benchmarking of charging in this area
F&R	REGISTRARS	Marriages / Civil Partnership	Stoke Newington Town Hall Council Chamber (weekday)	475.00	475.00		0.0%	No change following benchmarking of charging in this area
F&R	REGISTRARS	Marriages / Civil Partnership	Stoke Newington Town Hall Council Chamber (Saturday morning)	525.00	525.00		0.0%	No change following benchmarking of charging in this area
F&R	REGISTRARS	Marriages / Civil Partnership	Stoke Newington Town Hall Council Chamber (Sunday)	650.00	650.00		0.0%	No change following benchmarking of charging in this area
F&R	REGISTRARS	Marriages / Civil Partnership	Approved Venues (As per venue) Weekdays and Saturdays	600.00	600.00		0.0%	No change following benchmarking of charging in this area
F&R	REGISTRARS	Marriages / Civil Partnership	Approved Venues (As per venue) Sundays and Bank Holidays	700.00	700.00		0.0%	No change following benchmarking of charging in this area
F&R	REGISTRARS	Marriages / Civil Partnership	Consultation (inc. home visits, attendance at rehearsals etc)	70.00	70.00		0.0%	No change following benchmarking of charging in this area
F&R	REGISTRARS	Marriages / Civil Partnership	Ceremony at home	600.00	600.00		0.0%	No change - rarely used Service
F&R	REGISTRARS	Marriages / Civil Partnership	Admin Charge to New Venues when they apply for approval	950.00	950.00		0.0%	No Change
F&R	REGISTRARS	Marriages / Civil Partnership	Admin Charge to Existing Venues when they apply for approval	900.00	900.00		0.0%	No change
F&R	REGISTRARS	Marriages / Civil Partnership	Booking fee for Out of Hours Notice appointments	32.00	32.00		0.0%	No change
F&R	REGISTRARS	Marriages / Civil Partnership	Weekend notice booking fee	45.00	45.00		0.0%	No Change
F&R	REGISTRARS	Marriages / Civil Partnership	Evening Ceremony fees (Premium for evening ceremonies - 6 to 8pm)	135.00	135.00		0.0%	No change to ensure competitive charging
F&R	REGISTRARS	Marriages / Civil Partnership	Nighttime Ceremony fees (Premium for nighttime ceremonies after 8pm)	375.00	375.00		0.0%	No change to ensure competitive charging
F&R	REGISTRARS	Marriages / Civil Partnership	Referral fee to Home Office	12.00	12.00		0.0%	No change to ensure competitive charging
F&R	REGISTRARS	Marriages / Civil Partnership	Attendance at registered building for marriage or civil partnership	86.00	86.00		0.0%	No change to ensure competitive charging
F&R	REGISTRARS	Marriages / Civil Partnership	Civil Partnership conversion fee	45.00	45.00		0.0%	No change to ensure competitive charging
F&R	REGISTRARS	Certificates	Certificates					
F&R	REGISTRARS	Certificates	Fast Track (While You Wait) (Service not offered from 2019/2020)	25.00	25.00		0.0%	No Change
F&R	REGISTRARS	Certificates	Fast Track (24 hour Service)	22.00	22.00		0.0%	No Change
F&R	REGISTRARS	Certificates	Postage - International Delivery	6.00	6.00		0.0%	No Change
F&R	REGISTRARS	Certificates	Guaranteed Next Day Delivery (Mail costs have increased)	7.50	7.50		0.0%	No Change
F&R	REGISTRARS	Certificates	Postage - Recorded Delivery	3.00	3.00		0.0%	No Change
F&R	REGISTRARS	Certificates	Postage - Standard First Class	1.00	1.00		0.0%	No Change
F&R	REGISTRARS	Certificates	Birth, Death, Marriage or Civil Partnership Certificate (current register at point of registration)	4.00	4.00		0.0%	No change permissible - statutory fee

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
F&R	REGISTRARS	Certificates	Birth, Death, Marriage or Civil Partnership Certificate (current register before register completed)	7.00	7.00		0.0%	No change permissible - statutory fee
F&R	REGISTRARS	Certificates	Birth, Death, Marriage or Civil Partnership Certificate (when register closed)	10.00	10.00		0.0%	No change permissible - statutory fee
F&R	REGISTRARS	Certificates	Search Fee of Indexes	18.00	18.00		0.0%	No change permissible - statutory fee
F&R	REGISTRARS	Name Change by Deed (VARIABLE)	Name Change by Deed (VARIABLE)					
F&R	REGISTRARS	Name Change by Deed (VARIABLE)	Name change by Deed (single)	53.00	53.00		0.0%	No change - not currently offering - awaiting launch
F&R	REGISTRARS	Name Change by Deed (VARIABLE)	Name change by Deed (double eg couple or parent and child or 2 children)	78.00	78.00		0.0%	No change - not currently offering - awaiting launch
F&R	REGISTRARS	Name Change by Deed (VARIABLE)	Replacement 'Additional copy of Deed' (cannot offer 'replacement' as is not allowed, deed poll to be done again if replacement needed, however an additional copy can be bought at the time of original appointment hence charge £15 for 'additional copy')	15.00	15.00		0.0%	No change - not currently offering - awaiting launch
F&R	REGISTRARS	Citizenship	Citizenship					
F&R	REGISTRARS	Citizenship	Individual ceremony in Council Offices					
F&R	REGISTRARS	Citizenship	Mon - Fri	115.00	115.00		0.0%	No Change
F&R	REGISTRARS	Citizenship	Mon - Fri (Family)	165.00	165.00		0.0%	No Change
F&R	REGISTRARS	Citizenship	Sat	150.00	150.00		0.0%	No Change
F&R	REGISTRARS	Citizenship	Sat (Family)	205.00	205.00		0.0%	No Change
F&R	REGISTRARS	Certificates	Certificates					
F&R	REGISTRARS	Certificates	Birth, death and marriage(current register before register completed)	7.00	7.00		0.0%	No change permissible - statutory fee
F&R	REGISTRARS	European Settlement Scheme	European Settlement Scheme					
F&R	REGISTRARS	European Settlement Scheme	New Service for Europeans and family members	14	14		0.0%	Inclusive VAT
N&H	SHOP FRONT TRADING	Shop Front Fees and Charges	Shop Front Fees and Charges					
N&H	SHOP FRONT TRADING	Changes applicable to permanent licence holders - six monthly fee	Changes applicable to permanent licence holders - six monthly fee					
N&H	SHOP FRONT TRADING	Changes applicable to permanent licence holders - six monthly fee	Less than 6m2	364.00	364.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Changes applicable to permanent licence holders - six monthly fee	Equal to or greater than 6m2 and less than 11m2	442.00	442.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Changes applicable to permanent licence holders - six monthly fee	11m2 and above	455.00	455.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Application fees	Application fees					
N&H	SHOP FRONT TRADING	Application fees	First application fee and renewal fee with no variation	50.00	50.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Application fees	Renewal fee with licence variation	50.00	50.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Changes applicable to temporary licence holders - six monthly fee	Changes applicable to temporary licence holders - six monthly fee					
N&H	SHOP FRONT TRADING	Changes applicable to temporary licence holders - six monthly fee	Less than 6m2	468.00	468.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Changes applicable to temporary licence holders - six monthly fee	Equal to or greater than 6m2 and less than 11m2	572.00	572.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Changes applicable to temporary licence holders - six monthly fee	11m2 and above	592.00	592.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Application fees	Application fees					
N&H	SHOP FRONT TRADING	Application fees	First time application fee	100.00	100.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Application fees	Forst Application fee and renewal fee with no variation	50.00	50.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Application fees	Renewal fee with licence variation	100.00	100.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Changes applicable to temporary licence holders - one month fee	Changes applicable to temporary licence holders - one month fee					
N&H	SHOP FRONT TRADING	Changes applicable to temporary licence holders - one month fee	Less than 6m2	130.00	130.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Changes applicable to temporary licence holders - one month fee	Equal to or greater than 6m2 and less than 11m2	160.00	160.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Changes applicable to temporary licence holders - one month fee	11m2 and above	170.00	170.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Application fees	Application fees					
N&H	SHOP FRONT TRADING	Application fees	First time application fee	100.00	100.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Application fees	First application fee and renewal fee with no variation	50.00	50.00		0.0%	Subject to DPR Approval
N&H	SHOP FRONT TRADING	Application fees	Renewal fee with licence variation	100.00	100.00		0.0%	Subject to DPR Approval
N&H	STREETSCENE	STREETSCENE	STREETSCENE					
N&H	STREETSCENE	STREETSCENE	Inspections (Non-compliance/Defect)	47.50	47.50		0.0%	

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	STREETSCENE	STREETSCENE	Inspections (Sample)	50.00	50.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE		Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)					
N&H	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Application Fee for Major Activity Permit	105.00	105.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Issue of Major Activity Permit	240.00	240.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Issue of Standard Activity Permit	130.00	130.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Issue of Minor Activity Permit	65.00	65.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Issue of Immediate Activity Permit	60.00	60.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Permit Variation	45.00	45.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)					
N&H	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Application Fee for Major Activity Permit	75.00	75.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Issue of Major Activity Permit	150.00	150.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Issue of Standard Activity Permit	75.00	75.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Issue of Minor Activity Permit	45.00	45.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Issue of Immediate Activity Permit	40.00	40.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Permit Variation	35.00	35.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic-sensitive street or protected street not in road category 2, 3 or 4.	Traffic-sensitive street or protected street not in road category 2, 3 or 4.					
N&H	STREETSCENE	Traffic-sensitive street or protected street not in road category 2, 3 or 4.	Amount (£)(each of first three days)	5,000.00	5,000.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic-sensitive street or protected street not in road category 2, 3 or 4.	Amount (£) (each subsequent day)	10,000.00	10,000.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Other street not in road category 2, 3 or 4.	Other street not in road category 2, 3 or 4.					
N&H	STREETSCENE	Other street not in road category 2, 3 or 4.	Amount (£)(each of first three days)	2,500.00	2,500.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Other street not in road category 2, 3 or 4.	Amount (£) (each subsequent day)	2,500.00	2,500.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic-sensitive street or protected street in road category 2.	Traffic-sensitive street or protected street in road category 2.					
N&H	STREETSCENE	Traffic-sensitive street or protected street in road category 2.	Amount (£)(each of first three days)	3,000.00	3,000.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic-sensitive street or protected street in road category 2.	Amount (£) (each subsequent day)	8,000.00	8,000.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Other street in road category 2.	Other street in road category 2.					
N&H	STREETSCENE	Other street in road category 2.	Amount (£)(each of first three days)	2,000.00	2,000.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Other street in road category 2.	Amount (£) (each subsequent day)	2,000.00	2,000.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic-sensitive street or protected street in road category 3 or 4.	Traffic-sensitive street or protected street in road category 3 or 4.					
N&H	STREETSCENE	Traffic-sensitive street or protected street in road category 3 or 4.	Amount (£)(each of first three days)	750.00	750.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Traffic-sensitive street or protected street in road category 3 or 4.	Amount (£) (each subsequent day)	750.00	750.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Other street in road category 3 or 4.	Other street in road category 3 or 4.					
N&H	STREETSCENE	Other street in road category 3 or 4.	Amount (£)(each of first three days)	250.00	250.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Other street in road category 3 or 4.	Amount (£) (each subsequent day)	250.00	250.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Charges in relation to works outside the FOOTWAY during period of overrun.	Charges in relation to works outside the FOOTWAY during period of overrun.					
N&H	STREETSCENE	Charges in relation to works outside the FOOTWAY during period of overrun.	Street not in road category 2, 3 or 4.	2,500.00	2,500.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Charges in relation to works outside the FOOTWAY during period of overrun.	Street in road category 2.	2,000.00	2,000.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Charges in relation to works outside the FOOTWAY during period of overrun.	Street in road category 3 or 4.	250.00	250.00		0.0%	No change - Statutory charge outside of LBH Control
N&H	STREETSCENE	Road closures	Road closures (Permanent)					
N&H	STREETSCENE	Road closures	Up to 12 months	5,610.00	5,610.00		0.0%	Charging mechanism is set by statute - staffing/administration costs - no increase since 2013
N&H	STREETSCENE	Road closures	Up to 18 months	7,425.00	7,425.00		0.0%	Charging mechanism is set by statute - staffing/administration costs - no increase since 2013
N&H	STREETSCENE	Road closures	Section 16A closure up to 3 days / free to community events	2,000.00	2,000.00		0.0%	No Charge as Community Events don't attract any charge

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	STREETSCENE	Road closures	Filming Order / Notice	400.00	350.00		14.3%	RTRA 91 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	Streetscene	Streetworks - Coring samples		Actual cost recovered			
N&H	STREETSCENE	Streetscene	Streetscene					
N&H	STREETSCENE	Streetscene	Streetscene fees for capital type works, including those for external agencies. Site supervision only.	7.5% of works cost	7.5% of works cost		0.0%	Based on total estimated cost
N&H	STREETSCENE	Streetscene	Streetscene fees for capital type works, including those for external agencies. Design and site supervision.	20% of works cost	20% of works cost		0.0%	Based on total estimated cost
N&H	STREETSCENE	Streetscene	Land Searches	150.00	150.00		0.0%	
N&H	STREETSCENE	Streetscene	Cross-overs (inspections)	0.00	0.00		0.0%	Although the legislation allows for charging, Hackney chooses not to charge for this
N&H	STREETSCENE	Streetscene	Cross-overs Application (Non Refundable)	106.00	106.00		0.0%	
N&H	STREETSCENE	Streetscene	Oversailing licence, temporary, renewable every 3 months	350.00	320.00		9.4%	HA 1980 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	Streetscene	Oversailing licence, permanent	800.00	800.00		0.0%	
N&H	STREETSCENE	Streetscene	Construction Logistics and Community Safety (CLOCS) and Construction Logistics Plan (CLP) monitoring	8,750.00		8,750.00		A monitoring fee for developments which would attract considerable construction vehicle movements. This is only going to happen through the planning process once we receive a planning application. This is essentially based on an estimate of an hourly rate of £30 multiplied by the number of hours of monitoring a month for the total number of months of demolition and construction
N&H	STREETSCENE	Road Closures/Restrictions	Road Closures (temporary)					
N&H	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Section 14(1) Planned Carriageway Closure up to 5 Days	2,000.00	2,000.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Up to 1 month	2,250.00	2,250.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Up to 3 months	3,000.00	2,970.00		1.0%	RTRA 91 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Up to 6 months	4,000.00	3,850.00		3.9%	RTRA 91 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Up to 12 months	5,750.00	5,610.00		2.5%	RTRA 91 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Up to 18 months	7,750.00	7,425.00		4.4%	RTRA 91 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Section 14(2) - Unplanned/Emergency carriageway closures up to 5 Days	1,500.00	1,350.00		11.1%	RTRA 91 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	Section 15 (Temporary Traffic Restriction Orders	Section 15 (Temporary Traffic Restriction Orders					
N&H	STREETSCENE	Section 15 (Temporary Traffic Restriction Orders	TTRO of over 18 month duration	15,465.00	15,000.00		3.1%	applies to TTRO's in excess of 18 month duration
N&H	STREETSCENE	Section 16 (Temporary Traffic Restriction Orders	Section 16A closure up to 3 days / free to community events	2,000.00	2,000.00		0.0%	RTRA 91 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	Section 16 (Temporary Traffic Restriction Orders	Filming Order / Notice	400.00	350.00		14.3%	RTRA 91 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	Streetscene	Charge for preparation of estimates	125.00	125.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	Streetscene	Charge for provision of marking enforceable yellow lines	280.00	280.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	Streetscene	Charge for licence for crane operation (Section 171 of Highways Act 1980)	350.00	325.00		7.7%	HA 1980 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	STREETSCENE	Skip Licence (administration)					
N&H	STREETSCENE	STREETSCENE	Skip Licence charge per month	100.00	100.00		0.0%	No increase to be applied - fee adjustment in 2019/20
N&H	STREETSCENE	STREETSCENE	Materials Licence (administration)	120.00	120.00		0.0%	No increase to be applied - fee adjustment in 2019/20
N&H	STREETSCENE	STREETSCENE	Materials Licence charge per month	120.00	120.00		0.0%	No increase to be applied - fee adjustment in 2019/20
N&H	STREETSCENE	STREETSCENE	Container small (including portaloos) - up to 3 months	250.00	225.00		11.1%	Increase as a result of benchmarking process with other Authorities
N&H	STREETSCENE	STREETSCENE	Container small (including portaloos) - per month (after 3 months)	250.00	225.00		11.1%	Increase as a result of benchmarking process with other Authorities
N&H	STREETSCENE	STREETSCENE	Container large - up to 3 months	500.00	450.00		11.1%	Increase as a result of benchmarking process with other Authorities
N&H	STREETSCENE	STREETSCENE	Container large - per month (after three months)	500.00	450.00		11.1%	Increase as a result of benchmarking process with other Authorities
N&H	STREETSCENE	STREETSCENE	Scaffold/Hoarding Licence (initial non-refundable payment)	75.00	75.00		0.0%	Charge only applied when a HA1980 application is not progressed, following site meeting or other factor
N&H	STREETSCENE	STREETSCENE	Hoarding Licence up to 10sq.m (Section 172 Highways Act 1980) - 1 month	250.00	250.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Hoarding Licence over 10sq.m (Section 172 Highways Act 1980) - 1 month	300.00	300.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Hoarding Licence up to 10sq.m (Section 172 Highways Act 1980) - 3 months	350.00	350.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Hoarding Licence over 10sq.m (Section 172 Highways Act 1980) - 3 months	450.00	450.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Hoarding Licence up to 10sq.m (Section 172 Highways Act 1980) - 6 months	600.00	600.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	STREETSCENE	STREETSCENE	Hoarding Licence over 10sq.m (Section 172 Highways Act 1980) - 6 months	800.00	800.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Hoarding Licence up to 10sq.m (Section 172 Highways Act 1980) - per month after 6 months	200.00	200.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Hoarding Licence over 10sq.m (Section 172 Highways Act 1980) - per month after 6 months	200.00	200.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Hoarding Licence up to 10sq.m (Section 172 Highways Act 1980) - 1 month	250.00	250.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Scaffold Licence over 10sq.m (Section 172 Highways Act 1980) - 1 month	300.00	300.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Scaffold Licence up to 10sq.m (Section 172 Highways Act 1980) - 3 months	350.00	350.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Scaffold Licence over 10sq.m (Section 172 Highways Act 1980) - 3 months	450.00	450.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Scaffold Licence up to 10sq.m (Section 172 Highways Act 1980) - 6 months	600.00	600.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Scaffold Licence over 10sq.m (Section 172 Highways Act 1980) - 6 months	800.00	800.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Scaffold Licence up to 10sq.m (Section 172 Highways Act 1980) - per month after 6 months	200.00	200.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Scaffold Licence over 10sq.m (Section 172 Highways Act 1980) - per month after 6 months	200.00	200.00		0.0%	Charging mechanism is set by statute - staffing/administration costs levied
N&H	STREETSCENE	STREETSCENE	Opening of the highway under section 171 HA1980 up to 10 sq. m (minimum £500 deposit)	300.00	250.00		20.0%	HA 1980 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	STREETSCENE	Opening of the highway under section 171 HA1980 over 10 sq.m (minimum £1000 deposit)	360.00	300.00		20.0%	HA 1980 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	STREETSCENE	Third Party Inspection fees	68.00	68.00		0.0%	Statutory charge outside of LBH Control
N&H	STREETSCENE	STREETSCENE	Temporary Crossovers - up to 3 months	300.00	275.00		9.1%	HA 1980 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	STREETSCENE	Temporary Crossovers - extension per month after initial 3 month period.	300.00	275.00		9.1%	HA 1980 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	STREETSCENE	Streetworks Licence (NRSWA Section 50)	900.00	850.00		5.9%	NRSWA 1991 - Legislation allows the council to recover reasonable costs incurred, and there has been no increase since 2014
N&H	STREETSCENE	STREETSCENE	Streetworks Administration	80.00	80.00		0.0%	Statutory charge outside of LBH Control
N&H	STREETSCENE	STREETSCENE	TMA Fixed Penalty Notices Regulation 19 (paid after 29 days)	500.00	500.00		0.0%	Statutory charge outside of LBH Control
N&H	STREETSCENE	STREETSCENE	TMA Fixed Penalty Notices Regulation 19 (paid before 29 days)	300.00	300.00		0.0%	Statutory charge outside of LBH Control
N&H	STREETSCENE	STREETSCENE	TMA Fixed Penalty Notices Regulation 20 (paid after 29 days)	120.00	120.00		0.0%	Statutory charge outside of LBH Control
N&H	STREETSCENE	STREETSCENE	TMA Fixed penalty Notices Regulation 20 (paid before 29 days)	80.00	80.00		0.0%	Statutory charge outside of LBH Control
N&H	TRADING STANDARDS	TRADING STANDARDS	TRADING STANDARDS					
N&H	TRADING STANDARDS	Weights	Weights					
N&H	TRADING STANDARDS	Weights	Weights not exceeding 25kg	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Weights	Other weights (hourly rate)	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Measures	Measures					
N&H	TRADING STANDARDS	Measures	Linear measures not exceeding 3m for each scale	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Measures	Capacity measures without divisions	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Measures	Cubic Ballast measures (other than brim measures)	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Measures	Liquid capacity measures for making up and checking average quantity packages	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Templets	Templets					
N&H	TRADING STANDARDS	Templets	a) Per scale - first item	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Templets	b) Second and subsequent items	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Weighing Instruments	Weighing Instruments					
N&H	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	Instruments calibrated to weigh only in metric units					
N&H	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	a) Not exceeding 15kg	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	b) Between 15kg & 100kg	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	c) Between 100kg & 250kg	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	d) Between 250kg & 1 tonne	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	e) Between 1 tonne & 60 tonne - hourly rate per officer plus cost of hiring the test unit where applicable	53.70	53.70		0.0%	No change - Charges will be reviewed in 2020
N&H	TRADING STANDARDS	Measuring Instruments for Intoxicating Liquor	Measuring Instruments for Intoxicating Liquor					
N&H	TRADING STANDARDS	Measuring Instruments for Intoxicating Liquor	Not exceeding 150ml	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Intoxicating Liquor	Other	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	Measuring Instruments for Liquid Fuel & Lubricants					
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	Container type (un-subdivided)	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	Other types - single outlets	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	1 meter tested	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	2 meters tested	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	3 meters tested	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	4 meters tested	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	5 meters tested	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	6 meters tested	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	7 meters tested	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	8 meters tested	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	A charge to cover any additional costs involved in testing ancillary equipment that additional testing on site, such as credit card acceptors, will be based upon the basic fee given above plus additional costs at the rate of £72.50 per officer hour	Basic Fee +£72.50 per officer hour	Basic Fee + £72.50 per officer hour			Additional hourly charge increased by 2.3% rounded to £72.50 (was £70.89)
N&H	TRADING STANDARDS	Road Tanker Fuel Measuring Equipment (>100 litres)	Road Tanker Fuel Measuring Equipment (>100 litres)					
N&H	TRADING STANDARDS	Road Tanker Fuel Measuring Equipment (>100 litres)	a) Initial dipstick	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Road Tanker Fuel Measuring Equipment (>100 litres)	b) Spare dipstick	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Road Tanker Fuel Measuring Equipment (>100 litres)	c) Replacement dipstick (including examination of compartment)	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Special Weighing & Measuring Equipment	Special Weighing & Measuring Equipment					
N&H	TRADING STANDARDS	Special Weighing & Measuring Equipment	Other equipment not mentioned above to be charged at the hourly rate shown	53.7	53.7			No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Administration	Administration					
N&H	TRADING STANDARDS	Administration	Searching, photocopying and sending requested documentation to business users	53.70	53.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Mail Forwarding	Mail Forwarding					
N&H	TRADING STANDARDS	Mail Forwarding	Registration Fee	102.30	102.30		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Food Condemnation	Food Condemnation					
N&H	TRADING STANDARDS	Food Condemnation	Minimum charge (average two hours)	175.40	175.40		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Food Condemnation	Hourly rate	87.70	87.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Food Condemnation	Health Certificate for export/ Certificate of purity	163.20	163.20		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Factual Statement for Civil Proceedings following accident investigation	Factual Statement for Civil Proceedings following accident investigation					
N&H	TRADING STANDARDS	Factual Statement for Civil Proceedings following accident investigation	Factual Statement	87.70	87.70		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Factual Statement for Civil Proceedings following accident investigation	Voluntary Disclosure	131.90	131.90		0.0%	No Change- Full cost recovery already achieved.
N&H	TRADING STANDARDS	Factual Statement for Civil Proceedings following accident investigation	Searching, photocopying and sending requested documentation to business users	70.00	70.00		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Consultation	Consultation					

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	BUSINESS REGULATION	Consultation	Environmental Health Officers & Commercial Standards Officers supplying consultancy, advisory or attendance on site services to other London Borough of Hackney corporate users or external business users - Hourly rate.	70.00	70.00		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Basic Food Hygiene Training Course	Basic Food Hygiene Training Course					
N&H	BUSINESS REGULATION	Basic Food Hygiene Training Course	Course fees	66.50	66.50		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Basic Food Hygiene Training Course	Re-sit examination	26.25	26.25		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Basic Food Hygiene Training Course	Level 2 Course fees (Learning Trust)	52.55	52.55		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Basic Food Hygiene Training Course	Level 2 Course (off site)	1,050.60	1,050.60		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Basic Food Hygiene Training Course	Discounts 10 or more participants	10% of course fee	10% of course fee		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Basic Food Hygiene Training Course	Discounts - 5 or more participants	5% of course fee	5% of course fee		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Basic Food Hygiene Training Course	Refresher course	41.90	41.90		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Supervising Food Safety in Catering	Supervising Food Safety in Catering					
N&H	BUSINESS REGULATION	Supervising Food Safety in Catering	Level 3 Course	367.80	367.80		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Health and Safety Level 2	Health and Safety Level 2					
N&H	BUSINESS REGULATION	Course fees	Course fees	68.3	68.3		0.0%	No Change- Full cost recovery already achieved.
N&H	BUSINESS REGULATION	Course fees	Primary Authority Partnership Agreements (Section 25 of the Regulatory Enforcement and Sanctions Act 2008)	73.55	73.55		0.0%	Section 25 of the Regulatory Enforcement and Sanctions Act 2008 enables Council to set its own charge
N&H	BUSINESS REGULATION	Course fees	Business Compliance Consultancy Service	73.55	73.55		0.0%	No Change- Full cost recovery already achieved.
N&H	WASTE MANAGEMENT	WASTE MANAGEMENT	WASTE MANAGEMENT					
N&H	WASTE MANAGEMENT	Commercial Waste	Sack Collection	1.90	1.90		0.0%	No change - as charge already comparatively high given the competition in the current market for this service
N&H	WASTE MANAGEMENT	Commercial Waste	Chamberlain Collection	13.38	12.99		3.0%	Inflationary increase applied to incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	Paladin Collection	13.38	12.99		3.0%	Inflationary increase applied to incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	Euro Collection	13.38	12.99		3.0%	Inflationary increase applied to incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	660L Collection	10.99	10.87		1.1%	Inflationary increase applied to incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	360L Collection	7.60	7.60		0.0%	No change - as charge already comparatively high given the competition in the current market for this service
N&H	WASTE MANAGEMENT	Commercial Waste	240L Collection	5.70	5.70		0.0%	No change - as charge already comparatively high given the competition in the current market for this service
N&H	WASTE MANAGEMENT	Commercial Waste	Chamberlain Hire Charge	3.00	3.00		0.0%	No change as charges maximised in previous years -Skip & Bin hire is synchronised per £'s /volume
N&H	WASTE MANAGEMENT	Commercial Waste	Paladin Hire Charge	3.00	3.00		0.0%	No change as charges maximised in previous years -Skip & Bin hire is synchronised per £'s /volume
N&H	WASTE MANAGEMENT	Commercial Waste	Euro Hire Charge	3.00	3.00		0.0%	No change as charges maximised in previous years -Skip & Bin hire is synchronised per £'s /volume
N&H	WASTE MANAGEMENT	Commercial Waste	660L Hire Charge	2.31	2.31		0.0%	No change as charges maximised in previous years -Skip & Bin hire is synchronised per £'s /volume
N&H	WASTE MANAGEMENT	Commercial Waste	360L Hire Charge	1.00	1.00		0.0%	No change as charges maximised in previous years -Skip & Bin hire is synchronised per £'s /volume
N&H	WASTE MANAGEMENT	Commercial Waste	240L Hire Charge	1.00	1.00		0.0%	No change as charges maximised in previous years -Skip & Bin hire is synchronised per £'s /volume
N&H	WASTE MANAGEMENT	Commercial Waste	12 Cubic Yard Skip Collection	255.78	243.63		5.0%	Increase to reflect current market conditions
N&H	WASTE MANAGEMENT	Commercial Waste	40 Cubic Yard Skip Collection	458.68	458.68		0.0%	No change as charges maximised in previous years -Skip & Bin hire is synchronised per £'s /volume
N&H	WASTE MANAGEMENT	Commercial Waste	14 Cubic Yard Compactors Collection	474.04	474.04		0.0%	No change as charges maximised in previous years -Skip & Bin hire is synchronised per £'s /volume
N&H	WASTE MANAGEMENT	Commercial Waste	Hire of Compactor	25.38	25.38		0.0%	No change - Increased 2017/18 prices need to remain competitive
N&H	WASTE MANAGEMENT	Commercial Waste	Hire of Skips	25.38	25.38		0.0%	No change - Increased 2017/18 prices need to remain competitive
N&H	WASTE MANAGEMENT	Commercial Waste	Glass Recycling Euro Collection	6.80	6.80		0.0%	No change - Increased 2017/18 prices need to remain competitive
N&H	WASTE MANAGEMENT	Commercial Waste	Glass Recycling 660L Collection	5.99	6.80		-11.9%	Volume based realignment
N&H	WASTE MANAGEMENT	Commercial Waste	Glass Recycling 240G Collection	2.97	2.97		0.0%	No change - Increased 2017/18 prices need to remain competitive
N&H	WASTE MANAGEMENT	Commercial Waste	Glass recycling sack (per sack)	0.99	0.99		0.0%	No change - Increased 2017/18 prices need to remain competitive
N&H	WASTE MANAGEMENT	Commercial Waste	Special Collections	72.50	72.50		0.0%	No change - Increased 2017/18 prices need to remain competitive
N&H	WASTE MANAGEMENT	Commercial Waste	Cardboard recycling (Per Strap)	0.00	0.99		-100.0%	Free cardboard to all customers to incentivise recycling and drive service uptake
N&H	WASTE MANAGEMENT	Commercial Waste	Organic recycling (per sack)	0.99	0.99		0.0%	No change - Increased 2017/18 prices need to remain competitive
N&H	WASTE MANAGEMENT	Commercial Waste	Co-mingled Sack collection	0.99	0.99		0.0%	No change - Increased 2017/18 prices need to remain competitive
N&H	WASTE MANAGEMENT	Commercial Waste	Sack Collection (Collection Only)	1.05	0.99		6.1%	To reflect increased collection costs and incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	Chamberlain Collection (Collection Only)	7.14	6.80		5.0%	To reflect increased collection costs and incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	Paladin Collection (Collection Only)	7.14	6.80		5.0%	To reflect increased collection costs and incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	Euro Collection (Collection Only)	7.14	6.80		5.0%	To reflect increased collection costs and incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	360L Collection (Collection Only)	4.16	3.96		5.1%	To reflect increased collection costs and incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	240L Collection (Collection Only).	3.12	2.97		5.1%	To reflect increased collection costs and incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	12 Cubic Yard Skip Collection (Collection Only)	159.04	151.47		5.0%	To reflect increased collection costs and incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	40 Cubic Yard of Skip Collection (Collection Only)	159.04	151.47		5.0%	To reflect increased collection costs and incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	14 Cubic Yard Compactors (Collection Only)	159.04	151.47		5.0%	To reflect increased collection costs and incentivise recycling
N&H	WASTE MANAGEMENT	Commercial Waste	Cost per sack upon cancellation of contract	0.10	0.10		0.0%	No change - Increased 2017/18 prices need to remain competitive

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	WASTE MANAGEMENT	Commercial Waste	Admin cost associated with cancellation of contract through non payment and resigning of contract	100.00	100.00		0.0%	No change
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	140L Hire Charge (Food Waste Service)	1.00		1.00		New Hire Charge Line _ Food Waste Collections to remain free but bin hire charges now apply
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Household Recycling (schools) 500	269.10		269.10		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Household Recycling 660	269.10		269.10		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Household Recycling 1100 (A)	311.65		311.65		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Household Recycling 1100 (B)	339.25		339.25		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Household Recycling 1280	334.65		334.65		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Commercial Commingled Recycling 660	263.35		263.35		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Commercial Commingled Recycling 1100	273.70		273.70		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Commercial Commingled Recycling 1280	296.70		296.70		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Commercial Glass Recycling 660	263.35		263.35		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Commercial Glass Recycling 1100	274.85		274.85		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Waste 660	257.60		257.60		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Waste 1100	269.10		269.10		
N&H	ENVIRONMENTAL SERVICES	Commercial Waste	Waste 1280	320.85		320.85		
N&H	WASTE MANAGEMENT	Food Waste	Food Waste					
N&H	WASTE MANAGEMENT	Food Waste	Food Waste Collection Free (subject to the customer taking one or more of the other collection/disposal services offered)					
N&H	WASTE MANAGEMENT	Food Waste	Stand Alone Food Waste Recycling Collection 500L	10.58	10.58		0.0%	No change - Not viable to increase and need to encourage take up of this service
N&H	WASTE MANAGEMENT	Food Waste	Stand Alone Food Waste Recycling Collection 240L	6.25	6.25		0.0%	No change - Not viable to increase and need to encourage take up of this service
N&H	WASTE MANAGEMENT	Food Waste	Stand Alone Food Waste Recycling Collection 140L	4.58	4.58		0.0%	No change - Not viable to increase and need to encourage take up of this service
N&H	WASTE MANAGEMENT	Food Waste	Graffiti Removal	409.77	409.77		0.0%	No change
N&H	WASTE MANAGEMENT	Bulky Waste removal (includes White Goods)	Bulky Waste removal (includes White Goods)					
N&H	WASTE MANAGEMENT	Bulky Waste removal (includes White Goods)	Special Bulky Waste collection	72.50	72.50		0.0%	No change
N&H	WASTE MANAGEMENT	Bulky Waste removal (includes White Goods)	Bulky Waste Disposal for up to 5 items (A £15 fee will be charged for every subsequent 5 item requests made)	15.00	15.00		0.0%	No change
N&H	WASTE MANAGEMENT	Bulky Waste removal (includes White Goods)	Exemption for Residents in receipt of Housing Benefits	Free			0.0%	No change
N&H	WASTE MANAGEMENT	Clinical Waste (prices exclude VAT)	Clinical Waste (prices exclude VAT)					
N&H	WASTE MANAGEMENT	Clinical Waste (prices exclude VAT)	Sharps per burn bin up to 3ltr Bin	6.66	6.66		0.0%	No change - already set at current market level
N&H	WASTE MANAGEMENT	Clinical Waste (prices exclude VAT)	Sharps per burn bin 4ltr to 12ltr	13.32	13.32		0.0%	No change - already set at current market level
N&H	WASTE MANAGEMENT	Clinical Waste (prices exclude VAT)	Sharps per burn bin over 12ltr	19.98	19.98		0.0%	No change - already set at current market level
N&H	WASTE MANAGEMENT	Bin Rental - Waste	Bin Rental - Waste					
N&H	WASTE MANAGEMENT	Bin Rental - Waste	Euro Hire Charge (Weekly Household Recycling)	2.00	2.00		0.0%	No change
N&H	WASTE MANAGEMENT	Bin Rental - Waste	660L Hire Charge (Weekly Household Recycling)	1.54	1.54		0.0%	No change
N&H	WASTE MANAGEMENT	Bin Rental - Waste	500L Hire Charge (Weekly Household Recycling)	1.54	1.54		0.0%	No change
N&H	WASTE MANAGEMENT	COMMERCIAL WASTE	Commercial Waste					
N&H	WASTE MANAGEMENT	COMMERCIAL WASTE	1280L Collection	15.12	15.12		0.0%	No Change
N&H	WASTE MANAGEMENT	COMMERCIAL WASTE	Glass Recycling 1280L Collection	7.91	7.91		0.0%	No Change
N&H	WASTE MANAGEMENT	COMMERCIAL WASTE	Co-Mingled 1280L Collection	7.91	7.91		0.0%	No Change
N&H	WASTE MANAGEMENT	COMMERCIAL WASTE	Discount of up to 15% on all core prices where a collective agreement is put in place with a group of businesses in a defined area				0.0%	
N&H	Tenancy & Leasehold	Leaseholder Services						

Directorate	Section	Department	Description	2020/21 Fees & Charges £	2019/20 Fees & Charges £	New for 2020/21	% increase/decrease	Reason for increase
N&H	Tenancy & Leasehold Services	Leasehold Services	Processing applications to carry out alterations	Ranges from £100 to £750				
N&H	Tenancy & Leasehold Services	Leasehold Services	Providing pre-sale information packs and reply to further enquires	250.00	250.00			No Change
N&H	Tenancy & Leasehold Services	Leasehold Services	Providing mortgage packs and dealing with remortgage enquiries	250.00	250.00			No Change
N&H	Tenancy & Leasehold Services	Leasehold Services	Registration of subletting	30.00	30.00			No Change
N&H	Tenancy & Leasehold Services	Leasehold Services	Providing copies of lease/transfer agreement	30.00	30.00			No Change
N&H	Tenancy & Leasehold Services	Leasehold Services	Advising on and processing requests to extend leases	1,500.00	1,500.00			No Change
N&H	Tenancy & Leasehold Services	Leasehold Services	Advising on and processing enfranchisement applications	1,500.00	1,500.00			No Change
N&H	Tenancy & Leasehold Services	Leasehold Services	Processing shared owners requests to staircase	1,100.00	1,100.00			No Change

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	2020/21	2019/20
Council Tax Requirement	£87.746m	£82.299m
Divided by Council Tax base	74,386	72,552
Band D Equivalent Council Tax	£1,179.61	£1,134.35
Increase in Band D Council Tax £	45.26	
Increase in Band D Council Tax %	3.99	

Referendum thresholds for 2020-21 were published alongside the Local Government Finance Settlement on 6th February 2020. Local authorities with responsibility for social care must hold a referendum if council tax is to be increased by 4% or more. Council tax for general spending requires a referendum if it rises by 1.99% or more, alongside a maximum 2% 'social care precept'.

Hackney has ASC responsibilities and the budget proposals include an increase of 2% for ASC expenditure and 1.99% for all other expenditure and the proposed 3.99% total increase in the Hackney element of the Band D Council Tax for 2020/21 is within the set criteria of not being above. The increase will therefore be considered by the Department for Local Government and Communities as not excessive and NOT requiring a referendum.

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Appendix 10

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London Borough of Hackney – Capital Strategy 2020/21

1. Introduction and background

All local authorities are statutorily required, from 2019/20, to produce an annual high level capital strategy. This capital strategy will set out our approach to capital, where we spend our money, and how we pay for it. The strategy encompasses other key documents, notably the capital programme, the treasury strategy and the investment strategy. It also provides a commentary on our approach to commercial property, and how associated risk within the overall capital programme is managed.

2. Hackney's capital programme – expenditure profile

The capital programme primarily represents two types of expenditure - enhancing of our existing assets, and acquisition of new assets. The capital programme is, much like revenue expenditure, there to meet the Council's service delivery objectives.

Over the last three years we have spent around £270m each year, and the aggregate budgets for 2019/20 to 2022/23 range between £217m and £322m per year.

Hackney Capital	2019/20	2020/21	2021/22	2021/22
Programme Budget	£m	£m	£m	£m
Children, Adults & Community Services	10	13	21	15
Neighbourhoods and Housing	19	45	14	11
Finance/Corp Resources – Commercial Schemes	80	107	28	58
Finance/Corp Resources - other	10	11	8	13
Non-Housing	119	176	71	97
Housing	126	146	145	178
Total projected spend	246	322	217	275

The Commercial Schemes line above contains our three mixed use schemes (Nile St, Tiger Way, and Britannia) plus, in 2019/20, a £16m of equity/loan injection into our wholly owned

Hackney PRS company for the acquisition of 25 properties at Hoxton Press, Colville Estate. All of these schemes are delivered by the Council and operate on the basis that all profits are reinvested by the Council. The overall indicative programme incorporates schemes that will deliver the following:

- An ongoing and ambitious regeneration programme which will bring homes of different tenures to the market.
- Enough school places to keep pace with the demand for Hackney schools, including the new secondary school at the Britannia site, alongside ensuring our existing school estate is kept in a suitable state of repair.
- Regeneration of our town centres while maintaining their diversity.
- Ongoing maintenance of the corporate property estate and the maintenance of the ICT infrastructure going forward following the current investment in upgrades to the Council’s main ICT platforms.
- A highways maintenance programme retained at the current level of £4m pa and associated schemes
- The ongoing maintenance of the Council’s parks, leisure centres and green spaces and libraries, including refurbishment of Stoke Newington and Stamford Hill Libraries.
- An ongoing commitment towards delivering on our zero carbon target, including LED streetlighting

The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is not itself subsidised by, other local services. HRA capital expenditure is therefore recorded separately.

3a. Governance - internal

Service managers bid, either through the Capital Programme Review Panel (CPRP) (which meets several times a year) or annually through the budget setting process to include projects in the Council’s capital programme. Bids are assessed and collated by Corporate Finance. The final capital programme is presented to Cabinet and full Council each year as part of the overall budget setting process. The updates via CPRP are considered by Cabinet throughout the year and, where approved, are added to the capital programme.

Capital budget monitoring occurs quarterly (conducted by the management accounting teams in conjunction with project managers) with summary reports forming part of the Overall Financial Position (OFP) process, which is considered and approved by Cabinet.

There are further governance processes around planning and monitoring of the major strands of the capital programme.

Area	Governance
HRA	Housing Delivery Board

Education Property	Strategic Partnering Board (Nile Street and Tiger Way and other schemes delivered through the Local Education Partnership) Britannia Board
Office/Member overarching strategic capital and major project forum	Capital Investment Board

3b. Governance - wholly owned subsidiaries

Hackney has established five wholly owned subsidiaries in the last 18 months, to facilitate and enable its interests on behalf of residents in the borough:

- Two residential building management companies for the respective private dwellings at the Nile St and Tiger Way mixed-use developments - these are very low risk operations, existing only to provide a building management function and funded by resident service charges
- A holding company and two subsidiaries that will purchase private sale and redundant properties primarily from the HRA, and deliver London Living Rent (HLR) and Private Rented Sector (PRS) properties in the borough. This company set-up will also mitigate against sales risk, i.e. we would be able to transfer properties to these companies during a period of downturn in the housing market.

During 2019/20, both the residential building management companies became active. On the housing acquisition side, the holding and PRS companies became active, with the HLR company anticipated to commence trading in 2020/21. There is a memorandum of understanding between the Council and the companies which sets parameters of trading for each. Funding of the company is approved via Hackney's capital programme and as such follows the process outlined in 3a.

4. Financing the capital programme

The Housing Self-Financing Settlement of 2012 left the London Borough of Hackney in a fortunate position. £752m of HRA debt that was until that point serviced through the Housing Subsidy system was effectively repaid by the Government, leaving us debt free. This has meant that we did not need to borrow externally on a long-term basis, from 2012, until the current year, during which we have borrowed £65m from PWLB. We also continue to use internal borrowing, i.e. using balances to temporarily finance capital expenditure, notably to contribute towards forward funding development of the mixed-use and regeneration schemes.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows.

	2018/19	2020/21	2020/21	2021/22
	Forecast	Estimate	Estimate	Estimate
Hackney Capital Programme	£m	£m	£m	£m
Non-Housing	119	176	71	97
Housing	126	146	145	178
Total spend	246	322	217	275
Financed by:				
Capital Receipts*	98	154	71	100
Government Grants	46	39	25	28
Reserves	6	12	10	15
Revenue	56	55	56	57
HRA Borrowing	40	62	55	76
Leasing and PFI	0	0	0	0
Total Financing	246	322	217	275

**It should be noted that some forward funding to be financed via borrowing will be required until these capital receipts are realised through sales of residential properties made available through the development of mixed use schemes.*

5. Capital Financing Requirement

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed (external or internal) capital expenditure and reduces with minimum revenue provision charges and capital receipts used to repay debt. Current modelling sees the aggregate CFR increase from £484m in 2018/19 to £644m in 2022/23.

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement

Capital Financing Requirement At Year End	2018/19	2019/20	2020/21	2021/22	2022/23
	Actual	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
CFR – Non Housing	374	339	304	280	334
CFR – Housing	110	132	179	233	309
Total CFR	484	471	482	514	644
<i>Net CFR movement</i>		-13	12	31	130

The movements in the General Fund CFR reflect the modelled profiling of cash outflows (construction costs) and cash inflows (capital receipts) of the three mixed-use schemes. The Housing CFR increase is primarily through the same principle, for its regeneration programme and asset management of existing stock, where future rental flows pay down an element of the debt over a much longer (40 years) term.

The CFR over the longer term (beyond 2022/23) reduces, reflecting years where cash inflows exceed outflows. However there is risk in the modelling, around the volume and value of the capital receipts, taking into account the deterioration in the housing market amid Brexit

Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council expects to receive £848m of capital receipts in the current and future financial years up to 2022/23 as shown in the table below. A vast majority of this is from sales of properties developed as part of mixed use and regeneration schemes and will be applied to the repayment of debt incurred to forward fund the schemes, in the first instance.

<i>Capital receipts</i>	2019/20 opening £m	2019/20 estimate £m	2020/21 estimate £m	2021/22 estimate £m	2022/23 estimate £m	Total estimate £m
General Fund	110	87	151	16	-	364
HRA - RTB	70	5	-	-	-	75
HRA - non RTB	69	44	88	91	117	409
Total	249	136	239	107	117	848

6. Asset Management

To ensure that capital assets continue to be of long-term use, the Council has an asset management strategy in place.

- HRA asset management strategy - considered at February 2019 cabinet - <http://mginternet.hackney.gov.uk/ieListDocuments.aspx?CId=111&MId=4331>
- The General Fund asset management strategy is in the process of being refreshed.

7. Treasury Management

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

i) Borrowing Strategy

As mentioned above, 2019/20 saw LB Hackney commence long-term external borrowing (excluding the London Energy Efficiency Fund loan, principal remaining £2.4m) for the first time since 2012. We have borrowed £65m from PWLB on Equal Instalments of Principal terms, and we currently have £50m of short term borrowing. We anticipate taking on more medium to long term borrowing over 2020/21, though with the 1% increase in PWLB interest rates announced in October 2019, this could come from alternative funding sources that can now undercut PWLB.

Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities, leases are shown below, compared with the capital financing requirement (see above). The increase in gross debt rises in line with the borrowing requirement of the capital programme.

Prudential Indicator: Gross Debt and the Capital Financing Requirement	2019/20	2019/20	2020/21	2021/22	2022/23
	Approved	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Gross Debt	219	127	123	176	251
CFR	619	471	482	514	644

ii) Affordable borrowing limit

The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Authorised and Operational boundaries for external debt	2019/20	2020/21	2021/22	2022/23
	Approved	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Authorised limit for external debt				
Borrowing	582	532	564	694
Other long term liabilities	18	20	19	18
Total	600	552	582	711
Operational boundary for external debt				
Borrowing	552	502	534	664
Other long term liabilities	18	20	19	18
Total	570	522	552	681

iii) Investment strategy

Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with other local authorities, money market funds or selected high-quality financial institutions, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in corporate bonds, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Snapshot of treasury management investments	31.3.2019 £m	31.3.2020 £m	31.3.2021 £m	31.3.2022 £m	31.3.23 £m
Near-term investments	85,575	59,469	65,111	46,611	46,611
Longer-term investments	21,700	13,700			
TOTAL	107,275	73,169	65,111	46,611	46,611

The above numbers are based on current level of investments including liquid cash invested in MMF, call/notice accounts. The level of cash invested in MMFs and call/notice accounts changes on a regular basis depending upon when cash receipts and payments are realised.

Hackney's 2020/21 Treasury Management Strategy can be found at appendix 3 of budget report at following link:

<http://mginternet.hackney.gov.uk/ieListDocuments.aspx?CId=112&MId=4351>

8. Commercial Activities

i) Commercial/Investment properties

Hackney has an investment property portfolio of 22 properties, and 15 aerial masts on HRA land, with an aggregate balance sheet value of £209m as at 2018/19 (source: 18/19 accounts). The revenue return was £5.4m in the same year

Hackney's acquisitions each have specific purposes. An acquisition must meet requirements in terms of price (we know how much something is worth to us, and if the price is higher than that we walk away), and strategic value (does owning this asset help us to unlock value in something else we already own or help us influence a crucial piece of development in the Borough), will it safeguard jobs etc etc.

Before the Council makes an acquisition a great deal of work goes into investigating whether an apparent opportunity, truly is an opportunity. The Council has long term objectives for the sustained delivery of services and housing, and if it is to spend capital acquiring physical assets it must:

1. Know how and why the asset in question will contribute to the achievement of its long term objectives, and
2. Understand whether or not an acquisition can offer value for money. This requires a rigorous and formal valuation of the asset which we then test ourselves informally, noting that property values are only measured at a point in time and subject to markets which vary over the months and years.

Decisions on commercial investments are ultimately made through Cabinet/Full Council, but after consultation through the Capital Investment Board (a member/officer steering group)

ii) Wholly owned companies

As mentioned above, Hackney has five wholly owned subsidiaries, of which four are currently active, with the HLR housing company due to become active in 2020/21.

The two residential building management companies provide only this service, are funded by resident service charges, and work primarily on a cost recovery basis. With regard to the housing acquisition side - Hackney PRS Housing Limited acquired 25 properties developed as part of the Council's regeneration programme in 2019/20. A combination of £16m equity/loan was issued to the company to acquire the units at Hoxton Press, Colville Estate, which are now all let at market rates.

9. Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions.

Where Council staff do not have the knowledge and skills required or an independent view is required to corroborate officer views, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. We use a range of property consultants from framework contracts and pwc as tax advisers.

The Commercial Property market constantly evolves with the local and global economy. The Council informs its decisions by using internally sourced knowledge and external knowledge. Internal knowledge comes from Council services which engage closely with local business, including Economic Regeneration, from the daily activity of the Strategic Property team who are constantly negotiating rent reviews and lease renewals locally, and who also provide viability modelling and negotiation for the Planning Authority.

External knowledge comes from a consistently maintained network in Hackney, the City of London and East London Property market where relationships are maintained with private landowners, and public sector stakeholders such as the City of London Corporation, LLDC, TfL, GLA etc. Hackney's Strategic Property team also maintains a professional services framework, which hosts a range of property advisers, both technical and agents, selected for their particular individual strengths and local knowledge. This arrangement encourages the more committed advisers to invest in understanding the Council's agenda, and economic circumstances, leading to a more beneficial long term relationship for all parties.

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Appendix 11

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DRAFT- CORPORATE DELIVERY PLAN UPDATE

Introduction

Keeping Hackney as a place for everyone is the Council's shared vision for the borough. This is underpinned by the Mayor's Manifesto and his priorities for building Hackney a Fairer, Safer, More Sustainable borough. It is also reflected in the Community Strategy 2018-2028 which sets out our ten year vision and direction for the borough.

The Corporate Plan, adopted in November 2018, focuses on how the Council would deliver on this ambitious vision over the next four years. It creates the framework for what we do and, just as importantly, how we will work.

The context for this, is and will remain, challenging. A decade of austerity has created an acute financial challenge for local government, with increased strains on our services and in communities as well as continued uncertainty about the future. As a result of this we are seeing growing inequality and vulnerability among our residents. Maintaining strong, cohesive, healthy communities in the face of this, is one of our greatest and most difficult tasks.

We have a history of overcoming challenges, and the Corporate Plan presents a positive and proactive approach that encourages our staff to think differently about how we tackle the challenges we face, whilst we continue to deliver excellent services for our residents and businesses. This means working as one Council, rather than in separate service silos, as well as working with partners and residents, to tackle the cross-cutting challenges facing the borough. It is not for one service alone to grapple with the challenges of, for example, homelessness or sustainability. It also means that we need to find new approaches and ways of working as a Council and this is why the Corporate Plan identified a new Mission, grounded in a new set of values.

Over the last year, the challenges have become more stark. By the time this update is published we will have left the European Union. There is now a greater urgency around climate change, more people are facing homelessness and serious violent crime continues to be a challenge in Hackney and in London.

When we adopted the Plan, we committed to sharing our progress. This is so we could pause, take stock and be transparent about the work, much of which is "behind the scenes" because we are focusing on the long term change that we want to bring about. This is our first update. In line with the Plan, we are sharing progress on the cross cutting challenges and also on the work we are doing to embed our mission. We have also used this review to identify those areas where we need to refocus our activities and resources over the next twelve months.

Building a Fairer, Safer, More Sustainable Hackney: The challenges we face in delivering our vision for the borough

The Corporate Plan outlined how the Council intended to deliver on our shared vision for the borough. This vision was underpinned by the 2018-2022 Manifesto published by the Mayor and his group.

As well as recognising the continued and acute financial challenge facing local government, the Corporate Plan also identified that there were 9 far reaching challenges which we would need to address in order to deliver the Mayor's vision for the borough.

The challenges

- 1. Reducing poverty, inequality and building social cohesion**
- 2. Continuing to deliver lasting solutions to London's housing crisis**
- 3. Tackling homelessness**
- 4. Supporting residents through the implementation of Universal Credit**
- 5. Ensuring that Hackney is a sustainable borough, fit for the future**
- 6. Improving recycling on our estates**
- 7. Tackling gang crime and serious youth violence through working with community groups, other statutory agencies, and directly with young people**
- 8. Responding to increased demand across adult and children's social care**
- 9. Tackling key health inequalities whilst responding to major change in the health sector and integrated commissioning.**

These cross-cutting challenges allow us to consider the Mayor and Cabinet's Manifesto Commitments in the context of the biggest challenges facing the borough. This ensures that we remain focused on tackling the most complex challenges that will allow us to deliver a Fairer, Safer, More Sustainable Hackney for all of our residents. This section will provide an outline update on each of these challenges, our approach to tackling them and an update on the progress that has been made since 2018.

Challenge 1: Reducing poverty, inequality and building social cohesion

The challenge

- Hackney's population has grown by 32% (+70,000 residents) since 2001 and by 14% between 2011 (+30,000) and 2018 and is now just below 280,000¹. Hackney's population is expected to continue to grow but at lower rates
- High rates of child poverty: 48% of households with children live in poverty after housing costs, up from 37% in 2015²
- Higher in-work poverty: In London 60% of all households in poverty are working and this has doubled in the last ten years³
- Destitution: Food Bank usage increased by 40% between 2017 and 2018 - this is in line with national trends and is driven by people coming forward because they are on low incomes often as a result of 'welfare reform'⁴
- Good perception of community cohesion: 9 in 10 residents feel Hackney is a place where everyone gets along⁵
- High relative deprivation: Hackney is the 7th most deprived authority in England and Wales and 2nd most deprived in London⁶

Hackney has seen rapid social and economic growth over the last 15 years as well as population change. However, this wealth and prosperity has not been shared by everyone. In fact, Hackney has the third highest poverty rate of poverty in London. More than one in three households (36%) are estimated to be living in poverty and nearly half (48%) of households with children live in poverty after housing costs are considered. Tackling poverty and inequality is a key concern for many residents, regardless of their own background and circumstances⁷.

This poverty and inequality is putting a huge strain on people affected as well as having knock on effects on the wider community and borough. We also recognise that people can be disadvantaged and discriminated against because of who they are, for example their ethnicity or age, and that disadvantaged groups are also at greater risk of poverty. We need to understand and respond proactively to these inequalities.

Hackney is a diverse borough with a welcoming attitude. We need to protect this strong community spirit, which can be tested when a borough is changing rapidly and inequalities are growing.

Our response and commitments

Tackling poverty and inequality, and doing so in an evidence based way that develops solutions with communities, is a key priority. Getting people into work is not in itself enough because low wages and housing costs are driving poverty in London. We have to work with others to shape a more inclusive economy that creates good quality, well paid work. Finding

¹ Population estimates, ONS, 2019

² Child poverty after housing costs, End Child Poverty Campaign, 2019

³ Poverty Profile 2017, Trust for London, 2018

⁴ Hackney Foodbank data: this figure relates to how the number of foodbank users in Hackney has grown in the period 1st April 2018 to 31st March 2019, compared to the same period the previous year Source available on request.

⁵ Hackney Residents Survey 2018

⁶ according to the IMD 2019 'average rank' measure, which averages the rankings of each LSOA within all 317 Local Authorities.

⁷ Hackney Residents Survey 2015

solutions to the housing crisis is also a key part of our approach and is fully considered in this update under the separate cross cutting challenge. We also need to intervene earlier with families and individuals who are more vulnerable or have complex needs especially as austerity means that they might slip through the safety net. As poverty has worsened, communities and statutory services have tried to help those struggling to make both ends meet. Such grass roots initiatives, like Food Banks and community meals, were set up as a temporary community response to what we thought was a passing crisis, and yet they are becoming part of the support landscape. There is more we can do to work with the community to support and help coordinate this crisis support. The policies that we put in place can either worsen or alleviate poverty. Supporting residents through the full implementation of Universal Credit is a separate cross cutting challenge. We are also looking at the ways we can poverty proof our policies or change policies that have a disproportionate impact on the poorest.

We have committed to:

- Adopting an inclusive economy strategy and proactively using this to do what we can to shape a more balanced economy and create fairer access to high quality jobs and employment and skills support. This is informed by detailed contextual analysis of place and people, which is built into the main body strategy.
- Developing a Poverty Reduction Framework that seeks to embed an approach to poverty reduction into Council plans and policies which supports residents who are living in poverty and seeks to prevent people from falling into poverty. To support this work, an evidence base and a poverty index are being produced and we also have a data dashboard that helps us identify risk factors in individual households. As part of the Poverty Reduction Framework, we will adopt a Food Poverty Action Plan which is to be co-produced with stakeholders through workshops, having formally captured views of stakeholders and people living in food poverty through a survey and interviews.
- Adopting a Single Equality Scheme that sets out structured and systematic approach to tackling key inequalities that are embedded across the Council. This is informed by detailed analysis of inequalities by different groups protected under the Equality Act and by socio-economically deprived groups. As we develop each action, further evidence and insight is gathered.

Our key measure of success will be:

- Ensuring the gap for key inequalities in education, employment and health does not worsen and, if possible, is narrowed.
- In the Residents Survey: satisfaction improves for equality groups where there is a difference and that borough cohesion indicators remain at the already high levels.
- We have developed a cohesive approach to tackling poverty and are delivering tangible new actions that benefit those in poverty and seek to keep people out of poverty.

Progress so far

In this first year 2019/20:

We recognise the complexity of this challenge, which is a long term commitment which has strong links with many of the other challenges we face as a borough. We are realistic about the extent to which we would expect progress in tackling poverty and inequality in our first year.

- We adopted our first **Inclusive Economy Strategy** in November 2019. This Strategy values Hackney's diversity and promotes a fairer, greener and more inclusive economy. We set out what we will do to intervene when the economy is not working for local people or businesses and when we will lead by example, as a Council, and expect local partners to do so through the jobs and business opportunities we create and the assets we own. We are now working on a full plan for implementation against three priorities.
- We have developed an evidence base for the **Poverty Reduction Framework** which is based on data analysis, resident insight and stakeholder insights. **A Food Poverty action plan** has been developed through stakeholder and resident insight.
- We have been progressing actions prioritised for year 1 in the **Single Equality Scheme** which includes work to make Hackney more inclusive of older people and continuing our work to Improve Outcomes for Young Black Men.
- Alongside these new developments, we continue to progress wider work which supports poverty reduction and tackle key inequalities. For example:
 - We invest in **Employment and Skills programmes** which seek to tackle inequalities in employment through support programmes and working with other employers to develop the scale and quality of Hackney's apprenticeship offer.
 - We invest **£2.6m in the voluntary sector** through grants which have a focus on promoting inclusion and cohesion. This includes investing £800k in independent advice service to help residents who need help with benefits, debt or housing issues.
 - We have been developing the Council's **approach to debt management** so that we take a coordinated approach to debt recovery when residents owe the Council money.

Challenge 2: Continuing to deliver lasting solutions to London's housing crisis

The challenge

- The average house price is £550k, which is 16 times the average salary. This is above the London average and prices have risen more quickly than the London rate⁸
- Median rent is £1,733, above the London average of £1,450.⁹
- A third of our residents live in the private rented sector. The proportion doubled between 2001 and 2011.¹⁰

Hackney is now a much more desirable place to live than it was 15 years ago and the knock-on effect of this has been a huge surge in demand for housing. House prices and private rents are amongst the highest in London and the country. As average incomes in the borough are relatively low, many households on moderate incomes are unable to take a first step on to the housing ladder within the borough. Responding to this housing crisis is a top concern for local residents.¹¹

Over recent years, the Government's social housing and welfare reforms have led to increased rent levels for social housing, at the same time as reduced welfare benefit levels for those who need help with paying rent in both the social and private rented sectors.

While a majority of private renters in Hackney are satisfied with their homes, there are too many properties which are in poor condition and are poorly managed. Renters also face insecurity, often with six-month tenancies and high or unpredictable rent rises. As the population of London increases, and housing affordability worsens, housing needs such as homelessness and overcrowding are also expected to intensify and we consider these challenges further under the next Challenge.

As the Council's housing strategy sets out, we will continue to find ways to increase the number of new genuinely affordable homes being built in Hackney including new homes for rent and we will work together with Housing Associations and the Mayor of London on this. However, we also need to secure more financial freedoms and other flexibilities from Government to help us fund the additional new homes needed.

Our response and commitments

In response to the unprecedented housing crisis Hackney is facing, we are committed to either directly delivering or working with partners to deliver:

- 3,000 new homes across the borough including 800 new council and social rented homes and 700 council shared ownership homes
- 500 homes at London Living Rent (private rental homes let at a third of average household incomes on longer tenancies), including establishing a housing company to deliver them.

Our cross-subsidy, direct-delivery approach will see the Council build around 2,000 of these new homes between 2018 and 2022. More than half of these will be genuinely affordable – whether social rent council homes for those who need the most, low cost home ownership options for those struggling to get on the housing ladder, or new living rent homes that give

⁸ Land Registry, Year to September 2006 – year to September 2018

⁹ GLA London Rent Map to June 2019

¹⁰ Census 2001 and 2011

¹¹ Resident insight from Resident Survey 2015 and Hackney a Place for Everyone insight, reflected in Hackney Community Strategy 2018-2028

private renters a more affordable way to rent a high-quality home while saving money towards a deposit or household bills.

These ambitious targets are also our **measures of success**.

Progress so far

The regeneration of **Woodberry Down** is one of the largest and most complex regeneration projects in the country. Since 2011, almost 1,798 homes have been completed at Woodberry Down – of which 746 are social rent and shared ownership. We estimate another 519 homes will be built there, between 2018 and 2022 and another 584 will be under construction. As well as the physical regeneration of the estate, we have been working closely with partners including Manor House Development Trust and the Woodberry Down Community Organisation (WDCO) to facilitate the social and economic regeneration of the area.

Our **Estate Regeneration Programme** continues to deliver housing regeneration which promotes mixed tenure, sustainable communities with quality new homes in well- designed neighbourhoods. Since 2018, key phases of work have been completed at Colville, Aikin Villas and Kings Edwards Road. Projects are also under construction at Bridge House, St Leonards Court, Frampton and Lyttelton. At Bridge House this year we will see the first homes let at Hackney Living Rent.

Our **Housing Supply Programme** continues to deliver additional new build homes by redeveloping underused Council-owned sites such as offices, depots and other buildings. Since 2018, work has progressed on 16 sites across the borough.

Through **policy development and lobbying** we have also successfully:

- Achieved a major Government policy change, in cooperation with other councils and organisations, with the removal of the Housing Revenue Account borrowing cap- this enables us to build more homes.
- Influenced the indefinite delay of measures in the Housing and Planning Act that would impact detrimentally on our residents and damage the Council's housing policies.
- Successfully campaigned for a range of Government policy initiatives with respect to improving standards, security of tenure and affordability in the private rented sector.

Challenge 3: Tackling Homelessness

The challenge

- 75% of a low earners income is spent on renting a 2-bed property in private rented sector in Hackney¹²
- We have more than 13,000 people on the waiting list for a Council Home and the average wait for a two bedroom home if they are homeless is ten years¹³
- We are seeing an ongoing increase in homeless approaches with the number rising from 2,475 in 17/18 to 3,462 in 18/19- this is nearly 40%¹⁴
- Over 50% of people living in Temporary Accommodation have been there for longer than 12 months, with 25% in for longer than 24 months
- There are 3,300 households in Temporary Accommodation (TA) with more than 1200 households placed outside the borough and nearly half are in work; there are nearly 4,000 children living in TA.
- Hackney's total spend on TA is £54.7 million (£45m net)
- Whilst we are building new homes, we have also lost 600 Council homes to right to buy

Changes and caps to benefits over the last ten years, along with wage stagnation and rising rents has made the private sector a largely unaffordable option for low income households, and this is putting those who are renting in the private sector at greater risk of eviction as they struggle to pay their rent. The number of people looking for a Council Home as an option and the numbers who are being made homeless are therefore on the rise, as are the numbers living in temporary accommodation. With fewer social rented homes available, temporary accommodation is no longer temporary for many of our residents.

After ten years of austerity, we are unfortunately seeing more single people presenting as homeless with support needs, some of whom might have been supported through adult social care in the past, and some of whom are struggling to maintain tenancies because of their support needs. The increase in homelessness approaches is driven by single applicants. The introduction of the Homelessness Reduction Act HRA in 2018 has meant that local authorities have a much more extensive responsibility to homeless households in general and to single people in particular. However this additional duty remains underfunded by central government¹⁵.

Our response and commitment

Under Challenge 2 we set out how we will respond to the housing crisis through a programme of house building. However this will not in itself meet the levels of housing need and scale of homelessness in Hackney. As increasing numbers turn to us for emergency support, we need to continue to **invest in and develop our temporary accommodation provision**, including improving facilities and support. Within this, we need to reduce the

¹² [Trust for London rents and affordability modelling](#) - low income earners are those in the bottom quartile

¹³ Housing Needs data about Housing Register

¹⁴ Internal data from our Housing Needs service

¹⁵ London Councils Commissioned Research 2019 [The Cost of Homelessness Services in London](#)

number of families living in unsuitable and costly bed and breakfast (B&B) temporary accommodation.

We will reduce rough sleeping by improving homelessness prevention, outreach and support services across the borough. This will include opening a No Second Night Out hub with the Mayor of London in Hackney and working with the voluntary sector to support the homeless. We will use data from the CHAIN (Combined Homelessness and Information Network) and from our own reports. This provides us with information regarding numbers and circumstances of identified rough sleepers in the borough. Increased outreach activity also gives us more specific rough sleeper location data and helps identify hotspots.

In response to unprecedented levels of demand and a client group who are more vulnerable, and whose needs are more vulnerable, **we also have to develop our Housing Advice Service** so we can respond effectively and with compassion, discretion and common sense. Homelessness approaches and temporary accommodation placements are recorded through our own software system before being reported to central government. Data collated through this process is used to inform our strategy and how we deliver our services.

We have worked with Policy in Practice to develop a dashboard that can help us predict the households which may be in need before they reach a crisis point, to help us intervene earlier.

We will **measure our progress** in overcoming this challenge based on the following key indicators:

- The number of Households in Temporary Accommodation
- The number of Rough Sleepers in the borough
- The number of families in B&B accommodation for 6 weeks or more
- The number of households on the Council Housing register
- The number of evictions from Council Housing stock

Progress so far

Investing in and developing our temporary accommodation

- We have invested **£1m** in opening a new hostel to provide temporary accommodation for 20 homeless families in the borough and we have already delivered a large purpose built temporary accommodation hostel, comprising of 144 self contained units of accommodation with 24 hour security, CCTV, free wifi, laundry and internal communal space and courtyard gardens.
- In addition to this investment, we are in the process of negotiating the lease on two new or refurbished temporary accommodation hostels in the borough at **Ivy House and Kingsland Road**.
- We have reduced the number of families in Bed and Breakfast accommodation from **138 families in June 2018 to 12 in January 2020**.
- We are refurbishing a new 8 bedroom hostel in Bethnal Green.
- We have delivered a new floating support service with Riverside for Temporary Accommodation residents

Homelessness support

- **We are refreshing the Council's Rough Sleeping Strategy 2020-22.**
- **We are refreshing the Council's Homelessness Strategy 2020-22.**
- We are reviewing **Hackney's Lettings Policy** to ensure that social housing is targeted at those very most in need, including people with significant social and medical issues. We will also make sure all homeless customers receive consistent and genuine messages about access to social housing.

Rough sleeping

- **Our new street outreach team is now in place.** This team consists of a rough sleeper co-ordinator, a mental health practitioner and three outreach workers. The team are able to engage local rough sleepers and build an ongoing relationship. The work of our outreach team is being aided by three navigators. Our navigators provide support to residents that have been identified through the outreach team.
- We have launched our **Rough Sleeper Publicity Campaign - Talk, Tap, Time, Tell.** These four steps give residents simple steps to make a positive difference and help people they see sleeping rough. For more information please visit hackney.gov.uk/rough-sleeping.
- Procuring more emergency bed spaces for rough sleepers in the borough to cope with the high churn due to success of pathways
- We have commissioned a **Housing First project** to go live in March 2020. The service will support entrenched rough sleepers, who have multiple and complex needs that include mental ill health, offending behaviour and substance misuse, supporting people into stable accommodation and enabling them to address their health issues.
- At our annual November 2019 count, rough sleeping had **reduced from 23 in 2018 to 14.** We are not complacent and have also increased our Rough Sleeper counts to now take place on a bi-monthly basis. We are **attending business forums to raise awareness of rough sleeping** and what impact/ offer business in the borough can contribute.

Joining up services

- We are designing a one year pilot for to embed a mental health social worker and generalist social worker in the service to provide a **holistic, rapid response service to homeless approaches** and those in crisis in temporary accommodation. We continue also to convene a multi agency group to review the most complex, multiple need cases and devise a joint solution to need.
- Homelessness Partnership hosted and facilitated a Health and Homelessness event to strengthen the links between homeless practitioners and health partners.
- We have commissioned an **audit of our current provision in Homerton Hospital for homeless people** to report back to the Integrated Discharge Meeting in February 2020 with recommendations
- We ensure that Benefits and Housing Needs is on the Corporate Parenting Board.
- We have a **dedicated embedded specialist employment advisor** working with homeless people at the Greenhouse via Hackney Works.

Developing new housing solutions to tackle homelessness

- As part of an ongoing drive **to bring empty homes into use**, the Council recently approved a new Council Tax Premium. From April, homes left empty for five or more

years will pay a 200% premium - those empty for two years will continue to be charged a 100% premium.

- We have **identified and mailshot residents with empty properties** in the borough and asked them to consider becoming a landlord and provide a home for a homeless family with Council support
- We are negotiating a new contract to release and/or buy **private rented sector properties** which residents cannot afford to rent, to enable us to purchase affordable rent properties.
- We have sought and received funding from MHCLG to pursue an agreement with private landlords on a regular supply of properties in neighbouring boroughs for those who wish to relocate.
- We have negotiated new **15 year leases on 100+ social rent properties**, managed by our partners Nottinghill Hill Genesis on behalf of the Council. This will ensure that these properties are refurbished to a high standard before being they are then ready to be socially rented to residents.
- We are developing new solutions to tackle youth homelessness with charities such as De Paul and New Horizon Youth Centre.
- We have worked with Thamesreach Homelessness Charity **to refurbish two properties to offer under a Peer Landlord Scheme**, an innovative supportive scheme for homeless people, with these expected to be ready in the Summer.
- **We are piloting mediation for familial evictions.**

Developing a corporate homelessness prevention duty

- We have been developing our service to meet the increasing and changing nature of demand. **We are at the early stages and are testing new solutions that will better prevent homelessness and support the most vulnerable.** We are working with Cardboard Citizens to 'mystery shop' housing advice services for continuous improvement. We are also delivering Trauma Informed Care training to front line staff in BHN
- We have recruited apprentices with lived experience of homelessness and 5 of these apprentices have been successful in recruitment to permanent posts within the BHN Service.
- We have used the Policy in Practice dashboard to contact over 700 applicants who are eligible for Pension Credit to advise them to make a claim and encourage over 100 mixed pension age couples to instigate claims for Pension Credit before changes to the entitlement came in.

Challenge 4: Supporting residents through the implementation of Universal Credit

The challenge we face

- 74% of Council Housing tenants on Universal Credit are in rent arrears (1,596 /2,146) - £1.848m arrears¹⁶
- 20% of Food Bank clients primary reason for seeking help is because of benefit delays¹⁷
- 8,548 Universal Credit Claims in Hackney Central Job Centre, up by 908 in three months¹⁸
- Nationally, the benefit freeze has cut an average of £560 per year from the income of the country's poorest 7 million families since 2016. This amounts to a 6% cut in real terms in income¹⁹

Universal Credit is administered by the DWP/JCP (Job Centre Plus) and went live within the borough in March 2016 for job seeking singles only. The full service rolled out for all new claimants in October 2018. Universal Credit places the onus on the claimant to manage their claim and budget, leading to residents getting into debt, rent arrears and facing possible eviction. Claimants can also be sanctioned if they miss appointments which means their benefits are stopped. The system integrates a broad range of benefits and works with a household rather than individuals. This transition can create new risks for some groups, which have to be worked through by central government as claims are no longer processed by Hackney Council.

Ahead of full roll out, we worked with partners to identify all of the risks and challenges. As a centralised system, communication and problem solving can be more difficult. If more residents become more vulnerable because they struggle with budgeting or payments are stopped, this puts pressure on other services in the Council, partners and the community. For example, this is putting more pressure on our independent advice sector, who have seen a year on year rise in demand since 2013. As a landlord, this may make it more difficult for us to collect rents and recover other debts. Although the Council is not the benefit administrator, we do have to work collaboratively with DWP/ JCP to identify risks and mitigate these, to avoid residents becoming more vulnerable. Full migration is now delayed until 2024 which means that even if residents have not made a new claim and are still therefore on a legacy benefit they will be moved onto Universal Credit. We will continue to lobby and campaign for changes to UC.

Our Response and Commitment

Nationally there needs to be enough money in the benefits system to support the needs of our residents and we welcome the end of the current benefit freeze in March 2020. We will continue to challenge the Government on cuts to national benefits and push for a return to an adequate level of national funding for benefits like Council Tax support and Housing Benefit.

¹⁶ Hackney Housing Service data

¹⁷ Trussel Trust Hackney Food Bank data September 2019

¹⁸ Local JCP data reported at Universal Credit Steering Group meetings in September and December 2019. The data is for one of the two Job Centres in Hackney. Hoxton also has reach into Tower Hamlets and so Hackney Central data has been provided as an indication of the increasing number of claimants on Universal Credit.

¹⁹ Institute for Fiscal Studies

Key to managing the risks and impacts arising from Universal Credit is partnership working in Hackney. We have formed close working relationships between Job Centre Plus (who will lead on the UC claim process), Council services and the Hackney Voluntary and Community Sector, especially Advice and Guidance providers. We have developed a shared action plan which we use ensure that residents are supported to manage the claim process and that potential difficulties that have arisen during the roll-out elsewhere are identified and addressed. We continue to fund an independent Advice Sector and to work with them to improve the support they can offer, and more effectively respond to increasing demand.

We will **assess our progress** based on payment timeliness on Universal Credit claims staying above 90%. We will also continue to closely monitor rent arrears levels in the borough.

Progress so far

- Our cross sector Universal Credit Steering Group has maintained oversight of a partnership plan. We have tried to keep payment timeliness above 90% and DWP have attributed this high rate of timeliness to the close and constructive partnership working at a strategic and operational level, underpinned by the work of this group.
- Our Resident Sustainment Team continues to work very closely with vulnerable tenants and those affected by Universal Credit. Universal Credit cases are reviewed on a weekly basis. Contact is made with those not making payments to ensure they have submitted all relevant documents in relation to their claims. In July 2019, all tenants on Universal Credit were contacted to identify their support needs, and referrals were made to our Financial Inclusion Team and external agencies where appropriate. The team was able to bring in just over £1m in unclaimed benefits in 2018/19 and so far this year they have brought in £646k.
- We have invested **£800k in independent advice services**. We are also working closely with the advice sector to improve the advice offer making it more person centred and solution focused.

Challenge 5: Ensuring that Hackney is a sustainable borough, fit for the future

The challenge

- **-45%** Our targeted reduction in carbon emissions from 2010, by 2030
- **Net 0** Our targeted emissions by 2040
- Exposure to particulate matter alone is attributable to 6.3% of mortality in the borough (compared to 4.7% in England)²⁰

The pace and intensity of climate change and associated ecological collapse has become a more urgent issue globally and locally, with a sense that, despite almost 30 years of talks and collective global commitments such as those made at Paris in 2015, action at the national and global level to avert global warming catastrophe remains inadequate. Hackney needs to play its part in reducing carbon emissions.

²⁰ Community Strategy 2018-2028

There are very real risks to the Borough's community, not just from climate change, but also from pollution, ecosystem loss and resource depletion. As the third most densely populated local area in the country (after Islington and Kensington and Chelsea) quality of life and health and wellbeing are already severely impacted and will only become worse without urgent action.

Although traffic levels have fallen in the borough over the last 20 years, and there are low levels of car ownership, Hackney's location means there is a lot of traffic passing through. We experience high levels of congestion and the health impact of poor air quality is significant. We cannot act on air quality on our own - we must work in close partnership with regional and local government to affect real improvements in the quality of London's air.

Recycling rates are at an all-time high of 27.9%, an increase of 7 percentage points in ten years. However this is now plateauing and a step change is needed to improve further.

Our response and commitment

We are committed to doing everything within our power to deliver net zero emissions across Council functions by 2040. That's ten years earlier than the target set by the government. We recognise, however, that it is not enough to just 'declare' a climate emergency. We will take a whole systems approach to improving environmental sustainability across the borough, taking practical steps to reduce the risks to the borough's community from climate change, pollution, ecosystem loss and resource depletion. This will help us reduce the impacts of climate change, improve Hackney's resilience to climate change-induced events such as floods and heatwaves and contribute towards fighting the borough's poor air quality. It will also support us to further reduce waste and to reuse materials, goods and resources. We will look at how we manage our estates and Council business, to how we invest as an organisation and how we work with residents and businesses to change behaviours.

- A key part of our approach will be to develop a strategy for how we decarbonise and we will develop a green energy strategy and a publicly-owned municipal energy company to maximise the use of Hackney's residential roof space, covering it in solar panels.
- Through our local planning policy and our own house building programme we will promote sustainable development and also explore how to improve the energy efficiency of existing Council homes to reduce fuel poverty.
- We will protect the parks and green spaces and develop a green infrastructure plan to link up our green spaces to build Hackney's resilience to climate change, improve local air quality and to create pleasant and safe walking and cycling routes which will also encourage greater physical activity amongst people who live and work in the borough. We will support residents, community groups, other parts of the public sector and businesses working with the Council to plant new trees in the borough.
- We will continue to work with residents to encourage them to take greater responsibility for their waste - to reduce in the first instance, to reuse goods and materials, to increase recycling and to stop littering and fly tipping the streets. This will include reducing the use of single use plastic across the Council, working with partners to do the same and by expanding the number of public water fountains.

- We will improve access to clean, safe and affordable sustainable transport for our residents and businesses as population's work and travel habits change, to reduce car dependency and improve the air quality and general health and wellbeing of our residents; we will work with Transport for London and other boroughs on this. Recognising that the borough cannot improve air quality in Hackney alone, we will focus on campaigning for the highest possible standards in urban design, car free development, emissions related parking approaches and wider transport policy working with Mayor of London and the Greater London Assembly, other London boroughs, central government, businesses and residents.
- We're currently reviewing progress on our Air Quality Action Plan, and will consult on and update the new Plan for 2020 - 2024. The Plan will include actions on emissions from buildings and developments, public health, cleaner transport, including our own fleet, and working with schools and communities on localised solutions.
- As part of his review of the London Local Air Quality Management framework (LLAQM), the Mayor has recently updated the Cleaner Air Borough recognition scheme. Recognition under this scheme is based on the Borough's annual performance in tackling air quality, with a specific focus on the renewed criteria as outlined in the LLAQM consultation. Hackney is currently applying for accreditation under the scheme to not only have our current efforts to address air pollution recognised but promote an ethos of continual improvement in this area.

Ultimately, success will be measured on our ability to decarbonise, improve air quality and reduce waste.

Progress so far

- We have adopted a **Sustainable Procurement Strategy for 2018-22** that addresses plastic use in all our offices, removing single use drinking cups and bottles, encouraging reduced packaging of products and the preferential use of recycled and recyclable packaging over more damaging alternatives, such as polystyrene. The strategy also targets less well-known sources of plastics and microplastic dust, such as those from street cleaning equipment. Internal catering services are now plastic-free, and the cafe uses VegWare and these policies are applied across the Council for all office based, catering functions.
- We have introduced the first of our **reuse and repair (zero waste) hubs**. Delivered with Forest Recycling Project, Hackney Fixers, TRAIID and Hackney Dr Bike team, these hubs give residents the opportunity to donate items that they don't use, take items they do and repair electrical items, textile items and bicycles for free.
- We are replacing our existing fleet with electric vehicles - we have 51 so far (check baseline) and **we have invested £12 million** to bring our fleet up to the latest Euro 6 emissions standards.
- We have introduced our ambitious plan to deliver **5,000 new street trees** increasing the street canopy from 20% to 30% and planting **31,000 park trees** by 2022 (1000 mature trees and 30,000 saplings).
- In Spring 2020 we will launch our new publicly-owned energy company. Called **Hackney Light and Power**, the new company - owned, run, and managed by the Council - will play a key role in delivering our ambitious decarbonisation targets.
- We continue to deliver schemes to provide clean, safe and affordable sustainable transport for our residents and reduce car dependency in line with our Transport Strategy. We've piloted school street zones around 9 primary schools, with 4 made permanent so far, so that only pedestrians and cyclists can use them at school start

and finish times. We have launched 2 ultra low emission zones in the City Fringe that, during peak hours, will be restricted to walking, cycling and low emissions vehicles only.

- We have ambitious plans to reduce waste. Work is underway to install twenty six new fountains by 2022. We ensured that Hackney Half Marathon did not give out water bottles, providing refill sites instead, eliminating 225,000 bottles in just one day.
- We've developed our Reduction & Recycling Plan, which has been approved by the Mayor of London, setting out our actions for reducing and minimising waste, maximising recycling and reducing our environmental impact of waste and maximising our waste sites.
- We launched our consultation on how we might reduce the amount of waste we send to be incinerated or to landfill, by moving to fortnightly collections of residual waste. Reducing waste, specifically by improving recycling on estates is a separate challenge.

Challenge 6: Improving recycling on our estates

The challenge²¹

- **27.9%** Overall recycling rate for Hackney in 2018/19 with challenging targets recently set out in the Reduction & Recycling Plan, and approved by the Mayor of London (245th out of 33 London Boroughs and 8th out of 143 inner London Boroughs)
- Average recycling rate of estate based properties is 8%, in comparison the rate of street level properties is 30%.
- **50%** target recycling rate for North London Waste Authority

Hackney offers comprehensive kerbside collections of food and dry recycling for all street level and estate properties that we have today. Our current recycling rate of 27.9% is at an all time high, but is now plateauing. Hackney is in 8th position of the 13 inner London boroughs, and 25th when compared to all 33 boroughs. We have identified improving recycling on estates as a key challenge in ensuring Hackney is a sustainable borough. We want to support behaviour change so residents increase their use of the recycling and food waste services on estates, with the overall aim of reducing waste and increasing the recycling rate.

Our response and commitments

To respond to this challenge, we have developed a comprehensive, estate focused, recycling programme. This has been informed by earlier phases of proactive work to improve estate recycling rates and by data dashboards that provide an overview of recycling bin requests, as well as waste and recycling tonnages across the borough. Development of a forecasting tool will allow us to plan for future population growth and changes in behaviour. We will measure our progress based on an increase in the percentage of waste recycled on estates.

²¹ All the data in this section is from Environmental Services - Recycling performance is measured as a percentage of all household waste recycled

Progress so far

We are now underway with Phase 4 of our Estates Recycling Programme to close bin chutes and build bespoke bin chambers. We want to make recycling as easy and convenient for residents as possible. We have already taken measures to both encourage and facilitate increased recycling on some of our estates:

- We have introduced larger sized recycling bin lid openings for improved ease of use.
- We have introduced additional recycling bins across Hackney Housing estates.
- We have removed one of the three scheduled waste collections per week, at sites where there is sufficient capacity.
- We have launched our Green Champions scheme to support residents with recycling on housing estates.
- We became the first Council in the UK to introduce a reverse vending machine. Launched on a Hackney estate, the reverse vending machine rewards residents for depositing cans and plastic bottles .

Challenge 7: Adult and children's social care – responding to increased demand

The challenge

- **+18% increase in** number of referrals to Children's Social Care in Hackney (2016 to 2019)²²
- The rate of looked after children has been increasing in Hackney and in 2019 was 64/10,000 children²³
- **£7 billion cut from** adult social care departments in councils across England since 2010
- **3,222** Total no. of adults who used our services in 2018/19²⁴

A decade of austerity has put an acute strain on the most vulnerable in our communities, and made more people vulnerable. This has led to more people needing the support of our social care systems. In the face of this challenge, we are re-imagining how we deliver our services; focusing on how we can be more preventative and proactive as well as providing a personalised offer which places residents at the heart of our approach. Population research suggests that over the coming decades older people will live longer, particularly people over 85 and that this group of 'older old' people may be living with a number of long term health

²² [Local authority interactive tool LAIT](#)

²³ DfE, 2019 data

²⁴ Long Term Service Users - SALT

conditions and be increasingly frail. This kind of growth is likely to put increased demands and cost pressures on our health and social care services, particularly from 2025.

Our response and commitment

In **Adult Social Care**, we want to give residents choice and control over the care and support they receive and work together as professionals to create a support-system which places them at the centre.

We are focused on promoting independence, so people are supported in the most independent setting for them- whether that is at home or in more independent settings such as supported living or in our Hackney Shared Lives accommodation.

We recognise that our biggest asset is our residents. In line with this we are committed to strength-based practice, so people are supported to build on their strengths, assets, networks and community.

Our commitment to working as One Council guides our approach. We are focused on delivering preventative services through Housing Related Support, so that residents at risk of needing more costly services are able to maintain their own tenancies or develop the skills to live in General Needs Housing. This will also ensure that we are effectively supporting young people transitioning from children to adult services, at an earlier age.

We must continue to work effectively with professionals across the borough, to deliver integrated and joined up health and care that supports better experiences and outcomes for residents.

Our focus is on promoting independence, however, we do recognise that there are some residents who can no longer live at home even with support. For these residents, we are looking at solutions for the chronic shortage of nursing home beds.

We will continue to refine and improve our Demand model so we are accurately able to forecast likely demand for adult social care based on our understanding of changing demographic trends.

Hackney **Children's Services** was inspected under the Ofsted ILACS (Inspection of Local Authority Children's Services) framework in November 2019. The service was judged as 'requires improvement' for overall effectiveness (with a judgement of 'good' for the experiences and progress of children in care and care leavers). This service was previously judged as 'good' by Ofsted in 2016.

Whilst we are disappointed by the judgement that our services are not of a consistently good standard, Ofsted found that in most cases, good work is helping to improve children's circumstances, and during the inspection no children were found to be at immediate risk of harm. Ofsted found there has been a positive shift in the practice and management culture so that it is increasingly child-focused. The Ofsted inspection report also highlights areas of good practice, including: services for children in care and those leaving care, early help services, support for foster carers, support for families with no recourse to public funds, and

staff morale. However Ofsted found that for some groups of children, practice is not consistently good. We will build on these strengths to ensure that practice is consistently good across all areas of the service.

We recognise we need to do better and it is our aspiration that services will perform at a level that would be judged 'good' within one year and 'outstanding' within two years. It is an ambitious target but one which the whole Council is committed to. We are clear that this will require every service within the Council to take responsibility and work together to reach this goal. The Council is involving frontline staff, partners, councillors and stakeholders in developing and delivering an improvement plan which it will publish, and has established a Children's Leadership and Development Board, as well as a Children's Member Oversight Board, to oversee and drive progress against the improvement plan. An external challenge partner has been identified to provide external scrutiny and challenge to the service and the improvement plan. The Children and Families Service will regularly report to the Children and Young People Scrutiny Commission, and will also report back to staff, partners and residents on progress against the improvement plan.

We are focused on continuing to deliver an effective early help offer that prevents escalation of need into statutory services. In addition, we must continue to support children in need and their families to help children and young people remain safely with their families and within their communities, thereby reducing the number of young people coming into care. Our data dashboards provide a comprehensive live overview of demand in our system, as well as allowing us to map trends over time.

For young people in care, we will support them to develop independent living skills, offering career advice, training and educational opportunities, support to reach their full potential in all aspects of their life and the range of housing options are available to meet their needs. This can make the difference between achieving independence and requiring long-term help.

We will measure our progress on these Key Performance Indicators:

Adult Services

- Proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population
- Percentage of Long Term Adult Social Care clients receiving an Annual Review
- Delayed Transfers of Care that are caused by Adult Social Care

Children and Families Services

- Rate/number of referrals received
- Percentage of re-referrals
- Rate/ number of assessments completed
- Rate/ number of Child Protection Plans
- Percentage of children becoming the subject of a Child Protection Plan for second or subsequent time
- Rate/ number of looked after children
- Rate/ number of children entering care

Progress so far

In Adult Services we have...

- Launched our **3 conversations programme** which will transform frontline practice. This model co-produces plans with residents in order to ensure our approach is personalised and promotes independence.
- Working with service users, we have developed the Learning Disability Strategy, the Mental Health Strategy and the Autism Strategy.
- Committed investment of **£1.09m** per year over five years in local provision to support 18 people with permanent and multiple learning disabilities to live in their own home in the borough.
- Launched a new carers service, most of which has been brought in-house, that embeds our strengths-based practice approach.
- Launched a new Integrated Learning Disabilities Service with a focus on responding to new demand through transitions of young people to adult services.
- Launched the neighbourhoods programme where we have trialled a new multidisciplinary team working with health partners.
- Supported our Shared Lives Service to move from a "Requires Improvement" CQC rating to a "Good" CQC rating.
- Developed an initial business case for building and running our own nursing home in the borough.
- Developed a psychologically and trauma informed service for single homeless people and rough sleepers.
- Relaunched Hackney lunch clubs as an opportunity for older people to socialise - £226k will be invested per year to support 14 lunch clubs per year, over three years.
- We have opened a new in-house state of the art day centre at **Oswald Street** aimed at supporting those with complex physical and mental health needs to access day opportunities. Spend on this service in 2019/20 will be approximately **£2m**.

In Children Services we have...

- Worked jointly with other boroughs on a residential home procurement to improve the quality of the residential homes offer. The first young people moved in, in November 2019.
- Seen evidence of progress in the effectiveness of our edge of care services. This has been delivered primarily through the Family Learning Intervention Programme.
- Developed our contextual safeguarding approaches to respond to extra-familial harm. This includes the context of young people's peer group relationships, school environments and the community. We are linking this work with our Trusted Relationships project.
- Investment in roll out of the Safe & Together approach to working with families where children are impacted by domestic abuse. The approach aims to reduce the numbers of children separated from their mothers (and entering the care system) as a result of domestic abuse. (finance should be able to provide some information on the costs).

→ Invested

- ◆ **£3.6m** in Early Help and Prevention Service.
- ◆ **£92k** in edge of care workers
- ◆ **£600k** in our Family Learning and Intervention Programme

Challenge 8: Tackling gang crime and serious youth violence through working with community

The challenge²⁵

- We saw crime reduce by 34.7% between 2002/3 and 2014/15. However crime has increased since then by 20% (5,084 additional crimes between 2014/15 and 2017/18 although levels did stabilise in FY18/19). Hackney is following a similar pattern (and levels of offending) to other similar London boroughs
- Compared to the baseline year of 2013/14, serious youth violence reduced by 3%, but all types of crime rose between then and 2017/18: knife injuries (under 25 years old) up 17%, gun crime (up 43%), and violence with injury (up 30%)

We are concerned about the increase in the rate of crime in recent years, including violent crimes. Serious violence is the outcome of a complex set of interacting factors that negatively affect young people and the communities they are raised in. These factors include social structures and systems that influence the home, school and community lives of young people.

The role of tackling violence and preventing it in the first place therefore involves services and partners beyond those involved in policing and community safety. Multiple services within the Council and organisations across the partnership have roles to play from early years, education, youth work, healthcare, support for parents and employment. Although Hackney has protected provision for children and families, continued to support an Integrated Gangs Unit and to grant fund the voluntary and community sector. However 50% cuts to Council budgets have impacted on our own capacity to work preventatively. We have also seen other local agencies affected by national budget cuts leading to more limited capacity for outreach and partnership working.

Our Response and Commitment

We are committed to continuing to take a proactive public health approach and to support our Hackney Integrated Gangs Unit, tackling knife crime and serious youth violence as part of Hackney's Community Safety Partnership. We are also committed to ensuring we are providing early intervention for those at risk, using data to identify children who may benefit from early intervention, which we hope will address the root causes of youth violence. Our primary goal is to reduce serious violence in Hackney, with a particular focus on reducing gang and serious youth violence including knife crime. We will draw on annual rolling crime data to measure our progress in tackling this challenge. These are the key indicators we will use to measure our progress:

²⁵ Data is from Hackney's Community Safety Assessment 2018

- Reduction in serious youth violence aged 1-19.
- Reduction in serious violence.

Reduction in knife injuries for under 25 years non domestic violence.

- Reduction in serious youth violence.
- Reduction in gun crime
- Reduction in gun discharges.

Progress so far

Early Intervention and Youth Justice

- Our **Trusted Relationships** outreach project is working to create an innovative and effective offer that supports some of our most vulnerable young people to access support and engage with mental health services. The detached outreach team became operational in January 2019 and includes youth workers and a clinical psychologist. The team also aims to generate further insight into young people's lived experiences, through the removal of perceived barriers to access services.
- Our **Youth Justice Plan 2019-22** sets out our vision to support children and young people in Hackney at risk of, or involved in, offending behaviour to reach their full potential through engagement in a range of activities that nurture talent, promote positive experiences in learning and strengthen family and community relationships. We have seen a reduction in First Time Entrants to the Youth Justice System from 114 in 16/17 to 81 in 18/19 and 82% of children receiving Triage were successfully diverted. We were awarded SEND quality mark for our work embedding Speech & Language Therapy within our Youth Offending Team (60% of young people we support through the YOT experience difficulties in communicating). We also carried training in trauma informed approaches delivered to all Youth Offending Team, Prevention & Diversion Team and YOT Police.
- Our **Young Hackney Prevention and Diversion Team** continues to work with young people who have come into contact with the youth justice system to help them understand the consequences of their actions and develop their moral reasoning and resilience so they will refrain from criminal or anti-social behaviour.
- Our **Community Resilience Partnership**, which brings together the Community Safety Partnership and a wider range of statutory and community partners is developing a community reassurance and engagement plan, to ensure that a broad partnership, including the community is systematically engaged in preventative work, including work to improve trust and confidence in policing and to engage with parents.
- We are working with schools to **reduce exclusions**.

Serious violence

- We have successfully implemented a partnership Knife Crime Action Plan. This plan outlines our approach to intervention under three main categories of **Prevention, Enforcement and Diversion**. We have also implemented a Partnership Gangs and Serious Violence Action Plan.
- We have are the first local authority along with Waltham Forest **to introduce the Safe and Together model for tackling domestic violence**

Gang intervention

- We have recruited **2 Community Gang Coordinators** working to enhance our relationship with key community networks.

- Our partners at Mentivation Services have undertaken extensive outreach work in communities requiring our support to tackle gang violence.
- We have implemented an effective process to identify and safeguard those young people at risk of gang exploitation. This includes the introduction of the Extra Familial Risk Panel which brings together key stakeholders from across the borough, with the intention of coordinating our safeguarding response to exploited young people and peer groups.
- Our Integrated Gangs Unit is providing support to a cohort of **150** gang nominals to prevent and divert them away from gang criminality.
- We are recruiting an embedded mental health worker within the unit

Challenge 9: Tackling key health inequalities whilst responding to major change in the health sector and integrated commissioning

The challenge²⁶

- Our under 75 mortality rate and suicide rate is higher than the London average
- 47,000 adults in Hackney smoke which is a comparably high proportion of people compared to London and England
- Most children and young people in Hackney are failing to exercise at levels recommended by government guidelines. Childhood obesity is also above the national average.
- In addition, over 50,000 adults across Hackney are doing less than 30 minutes of moderate exercise a week.
- Compared to England, Hackney has lower levels of GP recorded depression. However, we know that depression tends to be under-diagnosed in deprived areas, and that Hackney has seen higher levels of residents using local psychological services for depression and anxiety (IAPT services) than other local areas. The recorded levels of severe mental illness in Hackney are amongst the highest in London.
- Local surveys would suggest a quarter of Hackney residents are considered to be 'high risk' drinkers.

Although life expectancy in Hackney has been increasing steadily over the past decade for both males and females, Hackney faces key challenges with regards to health inequalities. Poverty has a major impact on people's health and wellbeing, so tackling poverty is key to us tackling health inequalities. Making sure that everyone is able to secure a decent standard of living and that people can access good quality and stable employment has significant health and wellbeing benefits and is a major contributor to reducing health inequality. We also know good housing and housing conditions play a key role in improving the health and wellbeing of residents and prevent ill-health. Evidence shows our health is also significantly affected by the lifestyle choices we make. However, these behaviours are often not free choices, but shaped by the local environment in which we live and work for example, access to affordable healthy food options or streets which are conducive to walking and cycling.

²⁶ [Public Health England](#)

Our response and commitment

As a joint health and care system, we are working towards our Integrated Commissioning strategic objectives- these are to:

- Deliver a shift in resource and focus to prevention to improve the long term health and wellbeing of local people and address health inequalities.
- Deliver proactive community based care closer to home and outside of institutional settings where appropriate.
- Maintain financial balance as a system and achieve financial plans.
- Deliver integrated care which meets the physical, mental health and social needs of our diverse communities.
- Empower patients and residents.

The Public Health grant is £32.23m, and all services have a broad aim of tackling health inequality. The services with a specific focus on narrowing the gap or targeting key communities with poorer health outcomes are valued at £16.2m.

As a Council, we also have key levers we can use to influence the wider, social determinants of health, for example, through education, decent housing services, and through shaping the built environment and local transport networks.

We ensure that our local plans and strategies are informed at their outset by intelligence, insight and best evidence, which we keep updated through our interactive Joint Strategic Needs Assessment <https://hackneyjsna.org.uk/>

Our Key Performance indicators for this challenge are:

- Child excess weight in 10-11 year olds
- Smoking prevalence in adults
- Admission episodes for alcohol-related conditions - narrow definition,
- Vaccination coverage
- HIV late diagnosis
- Mortality from causes considered preventable
- Infant mortality
- Suicide rate

Progress so far

It is hard to accurately claim credit for any boroughwide reductions in health inequality, as there are a number of factors beyond our control that are likely to have an impact- such as austerity and other national government policies, employment opportunities and new technologies. The performance of our services and networks matters though, and we have measures in place to indicate whether they are having an impact on narrowing the gap.

- We have transformed relationships between health visitors and GPs, strengthening the support vulnerable mothers receive.
- Our stop smoking continues to perform at a high standard compared to comparable boroughs in London.

- The new Tobacco Control Alliance for Hackney brings healthcare and council services together to improve how we reduce smoking rates collaboratively. In the past 12 months over a thousand smokers have quit from the borough's Turkish, Black Caribbean and low income communities.

Delivering Our Mission: the progress we've made in year one towards the Council we want to be

As well as outlining our vision for the borough, the Corporate Plan also set out a clear but ambitious mission for the Council we want to be.

This mission recognised the importance of exploring new approaches in order to tackle the challenges we face as a borough. It is not possible to cover all the work of the organisation in delivering the ambitious mission we set ourselves in 2018. Instead, this update looks to provide a view of some of the highlights of our work since the Corporate Plan was launched as well as signposting key areas of focus over the next 12 months.

What we said

“We will continue to be an inclusive Council, and to actively celebrate the culture and diversity of our staff and communities.”

Highlights

Promoting diversity at senior levels- focus on Black and Minority Ethnic (BME) staff:

Over 300 BME staff have been directly involved in focus groups and working groups to help shape this work. This insight from recent conversations between Directors and BME staff is now informing divisional plans and Council wide actions, which staff are helping to shape. For example we are in the process of introducing name blind recruitment: recruiting managers will not get the name of the candidates who have applied at shortlisting stage. Instead they will get a unique number for each candidate.

Inclusive Leadership Programme: Inclusion remains one of our core staff values. The Inclusive Leadership programme was launched in 2019 and we have now trained 35 Inclusive Leadership champions across the organisation. Champions have begun training for over 100 senior managers and will help embed inclusive principles into culture and process.

Our **Supported Internship Programme** is designed to give young people, aged 16-25 with special educational needs and disabilities, exposure to the world of work, whilst equipping them with the skills and experience to secure a paid job at the end of the year long programme. Our aims are to ensure that we are leading by example to deliver on the corporate equality agenda; to employ more disabled residents at all levels of the workforce and give an opportunity to trial and learn from different approaches to recruiting residents with learning disabilities. After successfully piloting the scheme with 10 young people at Homerton Hospital, we have committed to offering more young people the opportunity to gain meaningful work skills

What next?

In November 2019, the Council was shortlisted for the Diversity and Inclusion award at the 2020 LGC. We are incredibly proud to be recognised for the work we have done so far in promoting a more diverse and inclusive workforce however we recognise that there is still work to be done.

We are close to adopting recommendations that consider how we can make the whole employee journey more inclusive - from job design through to progression, with a particular focus on black and minority ethnic staff progressing into senior roles and with increasing the proportion of disabled staff in the Council.

Our new Workforce Strategy commits us to a clear action plan for how we can continue to engage with staff to overcome these barriers.

Our Inclusive Economy Strategy sets out a role for the Council and other statutory sector partners as “anchor institutions-” as employers and holders of land and property, with significant purchasing power and strong ties to a locality. We will lead by example, as a Council, and expect local partners to do so, testing out practical ways we can use the jobs, assets, spending power and influence that we have to meet respond to the key challenges in the corporate plan.

What we said

“We will trust, and listen to our residents, and to each other.”

Highlights

Listening to our residents and engaging with our communities is central to the decisions we make. Since 2018 we have focused on the following large scale engagement plans to ensure that the views of our residents shape how we deliver our services.

Hackney Young Futures Commission



The Hackney Young Futures Commission is an independent and youth-led commission, organised by, and accountable to, the Council. Between March and September 2019, the Commission consulted with over 3,500 young people in the borough. The findings from this consultation will inform recommendations for the Council that improve the life experiences and life chances of Hackney's young people.

Place-based conversations

Change is happening across the whole borough. We can't control all of this change but we will use our powers to protect and improve the things that residents value most. This means

improving public spaces and town centres, better jobs and access to employment, and better facilities for local residents and businesses. We are engaging with residents about change across Hackney through place-based conversations.

We'll use resident's input and feedback to shape the way the we approach change in the borough – whether that's what we prioritise in our projects, what we demand from private developers or the Government, or how we support the things already happening that residents value.



We have engaged with over 4,000 residents through online surveying and face-to-face for our [Dalston Conversation](#).



We have engaged with over 3,500 residents for our [Hackney Central Conversation](#).

What next?

We will be:

- Using place based conversations to inform local plans and wider strategy
- Engaging with residents on our new Parks Strategy
- Continuing to work with Young Futures to develop their recommendations

What we said

“We want to be the best place to work in local government. An innovative and forward thinking organisation, combining our strong public service ethos and values with the creativity, flexibility

and efficiency that will help us to meet the challenges of the future.”

Highlights

Staff satisfaction is generally positive in Hackney and is improving. Most staff (67%) are advocates of the Council as an employer, and this continues on a positive upwards trajectory. Three-fifths (60%) now rate the Council as ‘above average’ or ‘one of the best’ as an employer, significantly more than in 2016²⁷.

Through our ***Change for Everyone*** programme, we improved our offer to employees and enabled us to take a fresh look at the experience of working at Hackney. We involved staff in working groups to help us:

- improve how we communicate with each other internally- with ‘Show and Tells’ and *Google+ Communities* now established as part of how we work across the organisation.
- establish our ‘Hackney Values’, that were developed by employees and are now widely understood.
- established ‘check ins’ to improve how we manage performance.
- established a set of employee benefits which help to ensure Hackney is a great place to work.

We are increasingly placing **data at the heart of decision making**. Making better use of the data we hold allows us to combine our strong public ethos with innovative and efficient design of services. It allows us to ask intelligent questions, make efficient decisions and deliver the most appropriate services, leading to better outcomes for residents and businesses. Here are some highlights of how we have been improving the way we use data across the organisation since 2018:

- We have provided senior managers across the Council with access to a wide range of workforce and sickness data to help them understand the profile of their workforce and how they can support more diversity across their teams and to provide earlier insight into trends in sickness. In particular, we are encouraging managers to consider the impact of organisational change on employee wellbeing and sickness absence and offer earlier support to staff experiencing sickness in the workplace.
- We have employed data science techniques to build and test a predictive model combining multiple datasets to identify properties that are likely to require a Household of Multiple Occupancy licence. This work will help the Private Sector Housing team target their enforcement activity and will help protect residents living in shared accommodation across the borough.

What next?

²⁷ Staff Survey 2018

Our new Workforce Strategy sets out our approach to retain and develop talented and committed employees in order to provide the best services for residents, over the next 5 years. Our workforce strategy will be informed by our workforce profile which we will be refreshing this so that it provides a more granular understanding of workforce dynamics. We will continue to run detailed staff surveys every other year so that we can assess and update our workforce strategy based on staff insights.

We need to ensure we remain an employer of choice in an increasingly competitive recruitment market. We are an innovative, ambitious council, but that is not always reflected in our current recruitment practice. We need to modernise our approach to ensure we are keeping pace with the current job market, and candidate expectations.

We need to continue to build our organisational profile in order to continue to attract great candidates. The Mayor of London will shortly launch the “Good work” standard, recognising the Capital’s best employers, and we will be an early adopter of this, aiming for Excellence, the highest level, by 2021. We also need to shout more about our achievements in our recruitment strategy, recruitment website and on social media such as LinkedIn.

Our ambition is to be evidence-led in everything we do – this includes ensuring that our strategies, services plans and key decisions are informed by what we know about the borough and the people who live and work here. We’re building a Hackney Poverty Index using up-to-date local and public data to build a better shared understanding of poverty in Hackney to enable better decision-making and service design. This will allow us to provide a more up to date view of poverty in Hackney in small areas than the Index of Multiple Deprivation allows and will be regularly updated so the Council and other agencies working in the borough can best understand where need is greatest.

The Next 12 months: where are we focusing next?

We are incredibly proud of the work we have already done towards the vision that was set out in the Corporate Plan. In the face of significant challenges, we have stayed firmly committed to our organisational values: being open, ambitious, pioneering, inclusive, proactive and proud. We have continued to deliver excellent services for our residents whilst making progress in tackling the wide reaching challenges facing the borough.

We are however honest about areas where more still needs to be done. The Corporate Delivery Plan allows us to recognise these areas and respond to them, so that we stay on

track to deliver the vision set out in the Corporate Plan. It is important we are open with residents about these challenges and how we are responding.

Based on our progress in tackling our cross cutting challenges, we have been able to identify those areas which need more focused activity and investment. Despite continued financial pressure, we recognise the importance of identifying some funding to enable us to proactively invest.

The gap

We will continue to tackle all the challenges we face with an equal focus. We have, however, identified areas in the Corporate Plan which would see a lasting benefit from a one off investment over the next 12 months.

Our primary focus is on **Reducing poverty, inequality and building social cohesion**. Some of the recommendations proposed will however compliment our approach to tackling the other challenges we face, with particularly strong and direct links to tackling homelessness. In prioritising this area for investment, we are recognising that poverty in Hackney is increasing and that there are growing inequalities.

Poverty reduction

We recognise that in London, poverty is largely driven by markets and austerity- unaffordable housing, the cost of living, the hollowing out of the labour market and national changes to the welfare system and support for the most vulnerable. As we have set out above, we seek to take a systematic approach that identifies what we can do to tackle these wider structural issues, through work to shape a more inclusive economy and our housing strategy, alongside better coordination of existing support and preventative work. However given the level of poverty in Hackney, where one in three households are in poverty after housing costs and nearly half of children live in poverty, we cannot wait for longer term structural solutions. We have to put more focus on the issues facing communities today and the supportive actions which are needed for individuals, families and communities - both those which are preventative and those which alleviate or avert a crisis or worsening situation. These include specific proposals which respond to the growing numbers of people who are vulnerable and have complex needs who are also in housing need. There is a growing body of evidence that any approach to poverty reduction, needs to include a joined up approach to those with most complex needs, underpinned by a commitment to "Housing First."

Reducing inequality and building social cohesion

The single equality scheme adopted by Cabinet in November 2018, includes an objective focused on tackling discrimination and disadvantage. The Scheme identifies the priorities for tackling key inequalities. Both the Scheme and the detailed analysis of inequalities which supports it can be found on the Council's [equality webpages](#). There are broad areas of work which have progressed to a point where some investment could be impactful and where there is an opportunity to invest in the way we work with communities to co-design solutions.

- Helping people to age well in Hackney

- Engaging and improving services for young people - upskilling young people to co-design of test and learn experiments which influence public service design - support the Improving Outcomes for Young Black Men Programme and Young Futures

This additional investment should also support: responding to increased demand in social care, tackling gang crime and serious youth violence supporting residents through the implementation of Universal Credit and tackling key health inequalities.

The plan

This paper proposes investment under broad areas:

Reducing Poverty

Objective 1: improve the offer for families in food poverty to improve children's access to affordable fresh food

Objective 2: Strengthening support for those with the most complex needs (including a specific focus on those in housing need)

Objective 3: Strengthening support for families

Objective 4: Poverty proofing policies

The groups we are focusing on will be:

- Families - children and parents - in poverty and in need
- Individuals with complex needs

Tackling key inequalities

Objective 3: Helping people to age well in Hackney -achieving some quick wins

Objective 4 Engaging and improving services for young people - upskilling young people to co-design of test and learn experiments which influence public service design - support the Improving Outcomes for Young Black Men Programme and Young Futures

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Cabinet

24 FEBRUARY 2020

**2020/2021 BUDGET
AND
COUNCIL TAX REPORT**

KEY DECISION NO. FCR Q44

Appendix 12

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CIPFA FINANCIAL MANAGEMENT CODE

Strong financial management is an essential part of ensuring public sector finances are sustainable. The Financial Management Code (FM Code) provides guidance for good and sustainable financial management in local authorities and will provide assurance that authorities are managing resources effectively.

It requires authorities to demonstrate that the processes they have in place satisfy the principles of good financial management. The FM Code identifies risks to financial sustainability and introduces a framework of assurance. This framework is built on existing successful practices and sets explicit standards of financial management. Complying with the standards set out in the FM Code is the collective responsibility of elected members, the Group Director Finance & Corporate Resources (CFO) and colleagues on the leadership team. Complying with the FM Code will help strengthen the framework that surrounds financial decision making.

The code applies to all local authorities and by following the essential aspects of the FM Code, local authorities are providing evidence to show they are meeting important legislative requirements in their jurisdiction.

The first full year of compliance will be 2021/22. This reflects the recognition that organisations will need time to reflect on the contents of the code and can use 2020/21 to demonstrate how they are working towards compliance.

The underlying principles that inform the Code will assist in determining whether a local authority is financially sustainable. They are as follows:

- Organisational **leadership**: demonstrating a clear strategic direction based on a vision in which financial management is embedded into organisational culture.
- **Accountability**: based on medium term financial planning that drives the annual budget process supported by effective risk management, quality supporting data and whole life costs.
- Financial management is undertaken with **transparency** at its core using consistent, meaningful and understandable data, reported frequently with evidence of periodic officer action and elected member decision making.
- Adherence to professional **standards** is promoted by the leadership team and is evidenced.
- Sources of **assurance** are recognised as an effective tool mainstreamed into financial management, including political scrutiny and the results of external audit, internal audit and inspection.
- The long term **sustainability** of local services is at the heart of all financial management processes and is evidenced by prudent use of public resources.

The FM Code is aligned with the *Prudential Code for Capital Finance in Local Authorities* and has links to the *Treasury Management in the Public Sector Code of Practice* and the annual *Code of Practice on Local Authority Accounting in the UK*. In this way, the FM Code reiterates the key elements of the statutory requirements of these other codes.

The FM Code sets out a number of financial management standards that it believes must be evidenced, and provides exemplification on each. Set out below is the authority's current high level assessment of how it believes it currently complies with

the requirements, pending the publication of further detailed guidance notes by CIPFA in April 2020. It should be noted that this is an initial assessment in the absence of the detailed guidance notes but demonstrates the Council's long standing and sustained commitment to sound and robust financial management.

The Responsibilities of the CFO and leadership team

A. The leadership team is able to demonstrate that the services provided by the authority provide value for money.

The leadership team have carried out numerous service reviews and service transformation exercises and introduced a large number of savings initiatives, and a key objective underlying each has been to improve value for money, efficiency and efficiency. On the basis of outcomes we have been successful at this and this is borne out by the annual external audit reports

B. The authority complies with the CIPFA *Statement on the Role of the Chief Finance Officer in Local Government*.

Yes. The Group Director of Finance and Corporate Resources is the Council's Section 151 and a member of the Hackney Management Team.

Governance and financial management style

C. The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control.

This is delivered through a proper scheme of delegation that ensures that frontline responsibility for internal control starts with those who have management roles. We have a proper scheme of delegation that facilitates frontline responsibility for governance and internal control, and the leadership ensures that those who have management roles are as open as possible about all the decisions and actions that they take. Both the leadership and senior management are required to give reasons for their decisions and restrict information only when the wider public interest clearly demands. The leadership also supports and encourages the mission of internal audit which is embodied in mandatory and generic internal audit standards

D. The authority applies the CIPFA/SOLACE *Delivering Good Governance in Local Government: Framework (2016)*.

Yes. The authority has in place a local Code of Governance which sets out its commitment to good governance and is consistent with the principles of governance set out within this publication.

E. The financial management style of the authority supports financial sustainability.

The authority continues to ensure that forecasts and the Medium Term Financial Plan provides prudent provision for losses of income and growth to mitigate financial pressures on the budget. Alongside this, the level of and use of reserves is monitored, reported and considered regularly to ensure that budgets overall are sustainable.

Medium to long term financial management

F. The authority has carried out a credible and transparent financial resilience assessment.

In developing the budget the Group Director of Finance and Corporate Resources with his Finance Management Team has reviewed the outcomes from the Cipfa resilience indices. This has been shared with the Mayor, Cabinet Member of Finance and Chief Executive. Cipfa is at the time of writing still to issue the detailed guidance underpinning the code and over the course of the coming year we will refine approach with the aim of being 'best in class'.

G. The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members.

The Council publishes regularly its Medium Term Financial Plan and reports on the financial positions each month to Cabinet. In addition key financial and non financial risks are scrutinised at Audit Committee and Scrutiny Panel.

H. The authority complies with the CIPFA *Prudential Code for Capital Finance in Local Authorities*.

Yes, as reported in regular Treasury Management updates to the Audit Committee.

I. The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans.

The medium-term financial plan is updated regularly both through published reports and interim updates to HMT and Cabinet and there is a major annual review as part of the annual budget. There is also a monthly appraisal through the OFP. However, there is not currently a regular review of service plans across all services.

The annual budget

J. The authority complies with its statutory obligations in respect of the budget setting process.

Yes

K. The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves.

Yes

Stakeholder engagement and business cases

L. The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget.

The Council has a strong track record in regard to engagement with stakeholders in all areas of its work and policy development. In the past year extensive engagement with key stakeholders in the Health and Social Care sector has taken place as we move forward with our approach to Integrated Commissioning.

M. The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions.

The Council has recently updated its Sustainable Procurement Strategy and has for many years had clear methodologies to option appraisals in

underpinning decision making. A good example is in relation to the Estate Regeneration Programme and Housing Supply Programme.

Performance monitoring

N. The leadership team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability.

Yes, regular updates to HMT and Cabinet regarding risks to budget and other potential issues are considered

O. The leadership team monitors the elements of its balance sheet that pose a significant risk to its financial sustainability.

The Finance and Corporate Resources Directorate has for many years had in place robust balance sheet monitoring, in particular relating to reconciliations, cash flow and debt management. This is reported to the Audit Committee at each meeting and through to Cabinet as part of the budget setting process. As more detailed guidance around this area emerges this will be reviewed and an assessment made of where additional work may be needed.

External financial reporting

P. The chief finance officer has personal and statutory responsibility for ensuring that the statement of accounts produced by the local authority complies with the reporting requirements of the *Code of Practice on Local Authority Accounting in the United Kingdom*.

Yes

Q. The presentation of the final outturn figures and variations from budget allows the leadership team to make strategic financial decisions.

Regular reporting to the leadership team of forecast and outturn is via the monthly OFP report and via regular financial update reports..

Whilst the authority generally believes that it is able to demonstrate strong financial management practices, further analysis of the requirements of the Financial Management Code will be carried once the detailed guidance to accompany the main publication has been published, expected to be in April 2020. This may well lead to some changes in practice in order that we ensure that the authority meets the standards set out above fully, thus evidencing strong and robust financial management.



Pay Policy Statement 2020/21	
CORPORATE COMMITTEE 11 February 2020 COUNCIL 26 February 2020	CLASSIFICATION: Open If exempt, the reason will be listed in the main body of this report.
WARD(S) AFFECTED All Wards	
GROUP DIRECTOR Tim Shields, Chief Executive	

1. INTRODUCTION

The *Localism Act 2011* requires the Council to publish an annual pay statement for Chief Officer Pay. The draft statement for 2020/21 is attached at Appendix 1. This statement must be approved by a resolution of the Council before 31 March 2020.

This report is presented to Corporate Committee as part of its remit in relation to Human Resources and is presented for DECISION.

2. RECOMMENDATION(S)

Corporate Committee is recommended to agree the Pay Policy Statement and recommend Council approve it.

Council is recommended to approve the Pay Policy Statement

3. REASONS FOR DECISION

3.1 The *Localism Act 2011* requires the Council to publish an annual pay policy statement setting out its policies relating to the:-

- remuneration of its chief officers (including details of pay elements, pay increases, salary on recruitment and payments on termination);
- remuneration of its lowest-paid employees; and
- the relationship between the remuneration of chief officers and employees who are not chief officers.

3.2 The attached draft statement updates the 2019/20 statement which was approved by Council. The 2020/21 statement must be approved by a resolution of the Council before 31 March 2020.

4. BACKGROUND

4.1 There have been no changes to this policy other than updating of the pay ratios.. The statement details current pay practice. It does not introduce new policy principles.

4.2 The legal requirements to publish pay policy are broadly drawn and there is considerable discretion over the amount of information that authorities choose to disclose. In preparation of the statement, account has been taken of the guidance *Openness and accountability in local pay: Guidance under section 40 of the Localism Act* and the subsequent supplementary guidance both published by the Ministry of Housing, Communities and Local Government (MHCLG). Account has also been taken of guidance issued by the JNC for Chief Executives.

4.3 The Council will be bound by the approved Pay Policy Statement, which can only be amended by Council resolution, and the Policy has been drafted to provide sufficient flexibility to enable practical implementation within the year.

4.4 Both the JNC for Chief Executives and MHCLG in their Code of Recommended Practice promote the use of a 'pay multiple' (the relationship between the Chief Executive's salary and the median salary) as the most effective way to present the relationship. We agree and the Statement includes the calculation and tracking of this pay multiple. It should be noted that actual salaries and other payments made to some officers are required to be published in the Annual Statement of Accounts, and we also do this.

4.5 **Policy Context**

The Pay Policy Statement is an external requirement, supporting the Government's aim to enhance accountability, transparency and fairness in the setting of pay.

4.6 **Equality Impact Assessment**

This report has been produced so that full Council can ratify the publication of the pay policy statement for publication on the Council's website. The statement incorporates a range of specific Council decisions which, where appropriate, were themselves subject to specific equality impact assessments.

4.7 **Sustainability**

Not applicable

4.8 **Consultations**

Trade Unions were consulted on the original policy. It has not materially changed.

4.9 **Risk Assessment**

It is a legal requirement that the Pay Policy Statement be published by 31st March 2020.

5. **COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES**

The *Localism Act 2011* requires the Council to publish an annual pay statement for Chief Officer Pay.

There are no financial implications of publishing this information.

6. **COMMENTS OF THE DIRECTOR, LEGAL AND GOVERNANCE**

Article 9 of the constitution confirms that the Councils Corporate Committee is responsible for maintaining oversight of the Councils regulatory, planning, election and human resources functions, as well as any other function not specifically allocated to full Council or another committee.

Under the Localism Act 2011, Local Authorities are required to approve and adopt a Pay Policy Statement before the beginning of each financial year. It is for this reason that the

Committee is recommended to agree and approve the pay policy statement at Appendix 1. This Pay Policy Statement meets the requirements of the Act.

APPENDICES

The Pay Policy Statement 2020/21

EXEMPT (or N/A)

N/A

BACKGROUND PAPERS

None

Report Author	Dan Paul 0208 356 3110 Dan.paul@hackney.gov.uk
Comments of the Group Director of Finance and Corporate Resources	Dawn Seers, Group Accountant Dawn.Seers@hackney.gov.uk
Comments of the Director, Legal and Governance	Juliet Babb, Senior Lawyer Juliet.babb@hackney.gov.uk

Pay Policy Statement 2020/21

Part 1 – Introduction and application

- 1.1 To improve transparency and accountability within Local Government, Hackney Council will annually publish details of its pay policy. The publication of this Pay Policy Statement meets the requirements contained in chapter 8 of the *Localism Act 2011*.
- 1.2 For the purposes of this Statement, Hackney’s chief officers comprise the Chief Executive officer, first tier and second tier, grades CO1-CO3.

The Chief Executive is responsible for the strategic overview of all Council services and for leading the Council’s Management Team in ensuring that the Mayor’s strategic priorities are met.

The Council has a structure of 4 Groups:

- Chief Executive's Directorate
- Children, Adults and Community Health
- Finance and Corporate Resources
- Neighbourhoods and Housing

With the exception of the Chief Executive’s directorate, each Group is led by a Group Director with individual divisions headed up by Directors. The structure of the Council may change within the year.

- 1.3 Hackney Council is required to publish its policy on:-
- Making discretionary payments on termination of employment¹. In exceptional circumstances the Council may consider enhanced compensation payments. Any payments made must be proportionate, reflect additional costs that may arise and fulfil the needs of the service. Each case will be considered on its merits and in compliance with the legislation, no payment will exceed the value of 104 weeks’ pay. All such payments will be subject to an internal business case approval process involving Finance and Human Resources.

¹ Under the requirements of the *Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006*

- Increasing an employee's total pension scheme membership and on awarding additional pension.² The Council will not increase total pension scheme membership nor award additional pension.

- 1.4 This Pay Policy Statement also sets out the Council's policy as it relates to the remuneration of its lowest paid employees.
- 1.5 This Pay Policy Statement sets out the principles governing remuneration within the Council in 2020/21. This Pay Policy Statement is approved by full Council resolution.
- 1.6 Hackney Council's pay and remuneration practice in 2020/21 must be in accordance with the policy expressed in this statement. A resolution of Council is required to amend this policy.
- 1.7 This Pay Policy Statement will be published on the Council's website and governed by the publishing local government data licence terms that can be found at <http://www.hackney.gov.uk/3713.htm>

Part 2 – Officer appointment, pay and remuneration

2.1 Appointment of chief officers

A Council resolution is required to approve the appointment of a Chief Executive. The prospective candidate will be recommended to Council by a committee or sub-committee of the Council that includes at least one member of the Executive.

The Council's Appointments Committee will establish a sub-committee, which includes at least one member of the Executive, to approve the appointments of officers within the scope of the Committee, as specified within the Officer Employment Rules within the Constitution.

2.2 Remuneration of chief officers on appointment

The remuneration of the Chief Executive on appointment will be agreed by the Council's Appointments Committee.

With the exception of the Chief Executive, all chief officer posts are evaluated by Human Resources using the Local Government Employers Senior Manager job evaluation scheme. The evaluation provides an overall score for the job that will determine the appropriate grade and pay band for the post-holder.

At appointment chief officers are normally offered a salary corresponding to the lowest spinal column point in the relevant pay band for the job unless a higher spinal column is agreed (in order to, for example):-

² In accordance with the *Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006*

- match the appointee's previous salary (e.g. in the case of a move from another authority); or
- secure a specific candidate with particular experience and competence

2.3 Chief Officer pay

The Council uses three chief officer grades – CO1, CO2 and CO3. Salaries of Chief Officers are published according to the relevant Regulations.

The Chief Executive's salary does not correspond to an established Council grade and spinal column point; it is a 'spot' salary determined by the Appointments Committee on appointment and may be reviewed by the Mayor.

The Chief Executive, in consultation with the Mayor, has the authority to approve a 'spot' salary and/or a market supplement outside of the established chief officer grades and pay bands. In such circumstances, the Chief Executive will consider the published advice of the JNC for Chief Officers of Local Authorities.

The Council has appointed the Chief Executive as Returning Officer for parliamentary and local elections, and referenda under the *Representation of the People Act 1983* and subsequent regulations. The Chief Executive will receive fees for discharging the Returning Officer responsibilities as determined by the governing body responsible for the election. Other Chief Officers may also receive fees if appointed to elections roles by the Returning Officer.

2.4 Increases and additions to remuneration for chief officers

Chief Executive

Percentage annual pay increases will be linked to those nationally negotiated and agreed by the Joint Negotiating Committee (JNC) for Chief Executives.

Chief Officers

Annual increases in base pay awards will be determined by those nationally negotiated and agreed by the Joint Negotiating Committee (JNC) for Chief Officers.

With the exception of the Chief Executive, Chief Officers who may be eligible for an increment will be subject to an annual appraisal of achievement against agreed targets/tasks and in accordance with the Council's management competencies. Where overall performance is rated as meeting specified criteria, the officer will receive an increment to the next point of the relevant salary scale.

Where Chief Officers are at the salary scale maximum or on 'spot salary', additional payments may be agreed at the discretion of the Chief Executive.

2.5 Policy on bonus payments

Bonuses will not be paid to chief officers.

Bonuses are also not paid to other employees, with the exception of certain former Hackney Homes staff who have TUPE transferred to Hackney Council and who retain a productivity based incentive scheme as part of their TUPE terms and conditions of employment.

The Council's policies on 'acting-up', honorarium, market supplements and/or ex-gratia payments will apply to Chief Officers.

2.6 Policy on employees (including chief officers) ceasing to hold office

Redundancy

The Council's policy on redundancy payments applies equally to chief officers and non-chief officers. Where posts are deleted, redundancy payments will be made in accordance with the statutory redundancy tables. Under the Council's discretions policy, redundancy payments are based on actual weeks' pay and not the statutory minimum. The maximum redundancy payment that can be made is equivalent to 30 weeks' pay.

In addition to the redundancy payment the Council will make a discretionary severance payment at the standard rate at 70% of the value of the redundancy payment. This applies to all staff regardless of their pay grade. Where there is an automatic entitlement to the early release of pension benefits as a result of being made redundant³ and there is a pension strain cost due to that early payment, this will be offset against the discretionary severance amount prior to any payment being made.

Any employee leaving the Council as the result of redundancy will not be permitted to re-join Hackney Council in any capacity, including engagement via employment agencies or as a consultant, for at least one year, except in exceptional circumstances and where specifically agreed by the Group Director – Finance & Corporate Resources. There is no such restriction on an individual made redundant by another local authority from securing employment with Hackney Council.

Any legislation that may be enacted during the year in respect of termination payments and/or clawback of termination payments will be applied and may vary this policy.

Release from service in the interest of efficiency

Where a post is not being deleted but where an employee is no longer able to carry out the job effectively, the Council may consider the option of early retirement on the grounds of efficiency. A full assessment of all the circumstances must be carried out in accordance with the Council's policy on redundancy and discretionary compensation.

Early retirement of a chief officer on the grounds of efficiency must be authorised by Chief Executive in consultation with the Group Director - Finance and Corporate Resources.

Flexible retirement

The Council's policy on flexible retirement applies equally to chief officers and non-chief officers. Flexible retirement provides the ability for an employee to draw their pension at the same time as being able to remain as an employee through a reduction either in hours

³ Under the terms of the Local Government Pension Scheme Regulations

of work or grade. There is no bar to individuals who have taken flexible retirement from securing work with Hackney Council.

2.7 Arrangements to minimise tax avoidance

The Council aims to appoint individuals to chief officer positions on the basis of contracts of employment and apply direct tax and National Insurance deductions from pay through the operation of PAYE. Consultants will only be used where warranted by the particular skills required. Where used, consultants' appointments will be reviewed annually by the Group Director – Finance & Corporate Resources.

2.8 Policy on publication and access to information relating to remuneration of chief officers

The Council will publish this Pay Policy Statement and chief officer salary details annually on its website.

Part 3 – Relationship of chief officer pay and remuneration to workforce pay and remuneration

3.1 Pay for employees who are not chief officers

Hackney Council employees are employed on terms and conditions which fall within a relevant national/regional pay and conditions framework. The frameworks are:-

- the National Joint Council (NJC) for Local Government Services as modified by the Greater London Provincial Council agreement of 2000
- the JNC for Youth and Community workers
- the Soulbury Committee (for educational psychologists, advisers and inspectors)
- Teachers pay and conditions framework
- the JNC for Coroners
- The Local Government Employers senior manager evaluation scheme

Non-chief officer jobs are evaluated using the Greater London Provincial Council (GLPC) job evaluation scheme for posts up to and including PO15 grade and the Local Government Employers Senior Manager job evaluation scheme for posts over PO15. An alternative job evaluation scheme may be adopted for use within the Council for some or all non-chief officer jobs if identified as desirable as part of a pay and grading review. At appointment, officers will be offered a salary corresponding to the lowest spinal column point the relevant pay band for the job unless a higher spinal column point is required to match the appointee's previous salary or to secure a specific candidate with particular experience and competence.

The use of market supplements may be considered where the Council is unable to compete for talented staff owing to the evaluated grade falling below the market rate for

the job. Where market supplements are used, their continued use must be assessed regularly against relevant sector pay data.

3.2 Lowest-paid employees

For the purposes of this Pay Policy Statement, the 'lowest paid employee' is defined as an employee on the lowest pay point routinely used by Hackney Council for its substantive jobs, calculated at full-time equivalent. The lowest pay point routinely used is spinal column point 10 of the Inner London pay scale set by the Greater London Provincial Council.

Staff paid at levels beneath spinal column point 10 are not on the pay scale set by the NJC for Local Government Services, are staff who have not wished to come onto Council terms and conditions because of terms protected under the TUPE Regulations, or are apprentices under the age of 18.

It is the Council's policy that all of its employees (excepting employees whose overall terms and conditions are protected under the TUPE Regulations and apprentices under the age of 18) will receive an hourly pay rate that is equivalent to or higher than the London Living Wage.

All workers supplied to the Council by a temporary work agency will be paid a rate at least equivalent to the rate that would be received by a comparative permanent employee. All agency workers will receive an hourly rate that is equivalent to or higher than the London Living Wage.

3.3 Pay multiples

Hackney Council will annually publish the ratio of the pay of its Chief Executive to that of its median and lowest-paid earner.⁴

The median is the salary that separates the higher-earning half of the workforce from the lower-earning half. All salaries will be arranged from lowest to highest value and the middle salary will be selected as the median.

The calculation of the pay multiples will be based on all earnings for the year, including base salary, variable pay, allowances and the cash-value of benefits-in-kind. Pay for part-time employees is scaled-up to full-time equivalence to enable meaningful comparisons and pay for those that have only worked a part year is also scaled up as those they worked a full year. Benefits which employees participate in but not taxed (such as salary sacrifice arrangements) are included within total earnings figures.

Pay:	2017/18	2018/19
Chief Executive's total pay	£176,531	£180,061
Median total pay	£33,627	£34,423
Ratio	5.24	5.23

⁴ In accordance with the *Code of Recommended Practice for Local Authorities on Data Transparency* (DCLG)

Hackney Council will also annually publish the rate of its Chief Executive to that of its lowest-paid earner:-

	2017/18	2018/19
Chief Executive's total pay	£176,531	£180,061
Lowest-paid total pay	£19,311	£20,472
Ratio	9.14	8.80

All earnings:	2017/18	2018/19
Chief Executive's total earnings*	£186,013	£192,589
Median total earnings	£33,627	£34,423
Ratio	5.53	5.59

	2017/18	2018/19
Chief Executive's total earnings	£186,013	£192,589
Lowest-paid total earnings	£19,311	£20,472
Ratio	9.63	9.41

Notes to the pay multiples

1. All earnings for the Chief Executive include salary, a travel allowance, and payments made for election duties.

Part 4 – Other reward mechanisms

4.1 Pay protection

Hackney Council has a pay protection policy that provides a mechanism to assist employees to adjust to a reduction in pay arising from organisational change or redeployment. Pay is protected for a period of 6 months following which the employee reverts to the level of pay for the substantive grade.

4.2 Pension

Hackney Council operates the Local Government Pension Scheme (LGPS) and makes pension contributions as required to all employees who participate in the scheme. The Council has determined policies around the discretions available under the LGPS.

Since 1 July 2013 the Council automatically enrolls workers into either the Local Government Pensions Scheme or the National Health Service Pension Scheme, as appropriate, if they meet the following criteria:-

- Earn over £10,000 a year; and
- Are aged between 22 and State Pension Age⁵

⁵ As required by the *Pensions Act 2008*

4.3 **Other benefits**

All permanent employees may participate in the childcare voucher and cycle-to-work schemes through a salary sacrifice arrangement as well as a range of other benefits. There is also a discounted gym membership offer and a general employee discounts scheme as well as a low cost loans offer, season ticket loans and tenancy deposit loans. There is also a scheme that allows early access to a proportion of pay already earned. Further employee benefits may be introduced during the year.



<p>Cabinet Response to the Living in Hackney Scrutiny Commission Investigation into Council and partnership response to escalation in serious violence</p>	
<p>CABINET MEETING DATE 24 February 2020</p> <p>COUNCIL MEETING DATE 26 February 2020</p>	<p>CLASSIFICATION Open</p>
<p>WARD(S) AFFECTED All Wards</p>	
<p>CABINET MEMBER Cllr Caroline Selman Cabinet member for Community Safety, Policy and the Voluntary Sector</p>	
<p>KEY DECISION No</p>	
<p>GROUP DIRECTOR Ajman Ali Acting Group Director, Neighbourhoods & Housing</p>	

1. Cabinet member introduction

- 1.1 I welcome the work of the Living in Hackney Scrutiny Commission, and their review recommendations aimed at supporting the ongoing work to reduce serious violence in our borough whilst supporting people in Hackney to feel safer.
- 1.2 I also acknowledge and support the feedback provided by the Living in Hackney Scrutiny Commission in recognising the excellent contribution of the Integrated Gangs Unit in making Hackney safer and look forward to supporting the implementation of the findings.
- 1.3 The Hackney IGU is a well-established co-located team, bringing together experience and expertise from a wide range of stakeholders to reduce gang related violence in Hackney. The IGU has adopted a public health approach to reduce serious violence through the implementation of interventions aimed at preventing and diverting those at risk of gang exploitation whilst effectively reducing the recidivism associated with those affiliated to gangs in Hackney.
- 1.4 It is worth highlighting that the IGU is not a "stand alone" team but is one that strives to act as an integrated service to better coordinate supporting activities across the wider community safety partners including engagement with those communities affected by gang violence.
- 1.5 I am pleased to report that many of the recommendations contained within the Living in Hackney report are already being implemented including the recruitment of a mental health professional within the IGU to provide support to young adults who may be at risk of gang exploitation.
- 1.6 The scrutiny recommendations will be incorporated into a development plan for adoption and implementation to optimise the effectiveness of the IGU and wider partnership.
- 1.7 It should be noted that recommendations 7, 10, 15 and 16 from the review relate to the Council's Scrutiny Commissions receiving updates on or carrying out investigations of various aspects; responses to these recommendations have therefore been provided by the relevant Scrutiny Commission Chairs. These are appended to this report for noting.
- 1.8 Finally, I would like to thank the Living in Hackney Scrutiny Commission for their oversight and resilience in undertaking a comprehensive series of meetings, with a wide range of stakeholders, to inform their recommendations which will no doubt play a significant part in developing our approach to reducing serious violence in the future.
- 1.9 I commend this report to Cabinet

2. Recommendation

- 2.1. Cabinet is asked to approve the content of this response.
- 2.2. Council is asked to note the Executive response to the Living in Hackney Scrutiny Commission Investigation into Council and partnership response to escalation in serious violence

Executive Response to the Scrutiny Recommendations

<p><u>Recommendation 1 – Development of Outcome measures for the Integrated Gangs Unit</u></p> <p>We ask that the next update to the Commission on the Community Safety Partnership Plan includes detail on the revised outcome measures for the IGU, the reasoning for them, and progress against these at that point.</p>	<p>Response</p> <p>Provisional IGU measures have been agreed covering the outcomes and outputs of the component parts of the IGU. The indicators then form part of the quarterly report to the Gangs and Serious Violence Board (GSVB) for oversight and scrutiny.</p> <p>The IGU is to be reviewed independently commencing on 1st February 2020. Outcome measures for the IGU will form part of the terms of reference for this review with the findings feeding into the GSVB for sign off and implementation.</p> <p>We will be happy to provide the Commission with an update on this review - including the detail requested - at the appropriate point.</p>
<p><u>Recommendation 2 – Improved information management of ‘non-live’ cases</u></p> <p>Full information did not appear to be at hand on what we would define as ‘non-live’ cases’ – those individuals which the IGU had previously worked with but no longer did so.</p> <p>Further to our questions, we heard that the issues would be addressed, including via a review of the referral process which would enable the IGU to provide a greater insight into the sources of referrals, and the results delivered following these. We ask that an update on this work is provided.</p>	<p>Response</p> <p>Following the Living in Hackney scrutiny process the IGU has implemented a referral process incorporating both internal and external partners.</p> <p>This process is predicated on identifying those at risk of gang exploitation and ensuring that the risk is assessed and a proportionate response provided.</p> <p>Once an initial assessment has been undertaken the case is referred to either the Extra Familial Risk Panel or through the existing Gang Panel meeting. All cases whether “ non-live” or “live” are tracked for progress and involve a wide range of statutory or voluntary sector</p>

	<p>organisations to safeguard the individual(s).</p> <p>The efficacy of the referral process is to form part of the IGU review commencing on 1/4/2020</p>
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<p><u>Recommendation 3 – Greater transparency on the approach of the IGU, the cohort it works with, and how partners can support the work to achieve better outcomes</u></p> <p>We suggest that a starting point for this would be the creation of a dedicated page for the Integrated Gangs Unit, on the Council's website. This appears to be a gap currently, compared with some other boroughs with Integrated Gangs Units – for example Westminster and Islington.</p> <p>We feel this should provide details on its work and approaches, non-identifying information on the broad profile of the cohort, any common challenges faced, and the roles which other services and partners can play in helping to address these.</p>	<p>Response</p> <p>Agreed. This recommendation has been incorporated into the IGU Gangs Action Plan to monitor progress.</p> <p>An initial meeting has been arranged with LBH Communications representative and the IGU to scope a terms of reference and to agree timescales for this piece of work.</p>
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<p><u>Recommendation 4 – Greater representation of Children and Families Services in the IGU</u></p> <p>Children aged under 18 make up a significant and increasing share of the IGU cohort. We have heard about the practical benefits of a co-located model, with a range of services based in the same office.</p> <p>We feel that fuller involvement of Children and Families inside the IGU could enable more effective utilisation of the preventative resources in both areas. We saw the positive impacts achieved from part of the (Children and</p>	<p>Response</p> <p>The Children and Families Service (CFS) is a significant contributor to the work of the IGU. For example the Youth Offending Team (YOT) has a supervisor and six officers co-located within the IGU.</p> <p>In addition CFS attend all IGU related intelligence, tasking and Panel meetings with the Head of YOT jointly chairing the Gangs Panel meeting, and there is joint attendance from the IGU and CFS at the Extra Familial Risk Panel where those at risk of gang exploitation are allocated to appropriate agencies for safeguarding interventions.</p>
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<p>Families') Youth Justice service being collocated in the unit.</p> <p>We heard about successful join up between the IGU and Children and Families generally; for example in the Contextual Safeguarding Project. However, we feel there is room for a greater co-location of services inside the IGU.</p> <p>We ask that the potential for this is explored by the Executive Members with responsibility for Community Safety and the Children and Families Service.</p>	<p>At a strategic level there is CFS representation at the Gangs and Serious Violence Board and the Community Safety Partnership Statutory Officers Group. A contextual safeguarding representative also attends the IGU Gangs Panel and Intelligence Meeting together with the monthly Partnership Tasking Meeting ensuring that a consistent and joint up approach is evident.</p> <p>With regards to the Commission's specific recommendation, the Council is currently reviewing their Early Help services; this recommendation will be considered as part of the review and consideration will be given to whether there is any scope for further improving how all children who are at risk from gang exploitation and their families are enabled to access an early help offer, including parenting support, that effectively meets their needs.</p> <p>Children & Family Services are also currently carrying out a review of services for vulnerable adolescents as part of their plan to embed contextual safeguarding approaches. This review will be undertaken with a view to ensuring that our responses to all young people that may be at risk of extra-familial harm and exploitation (including those at risk from exploitation in a gang context) receive a coordinated response to their needs. We will consider what the links between any remodelled services for adolescents and the IGU should look like.</p> <p>The Home Office funded Trusted Relationships team within Young Hackney delivers detached outreach services throughout the week (Monday to Friday) with embedded Clinical Provision. The team already works in collaboration with the IGU and partners, but the potential to continue the service beyond the life of the grant and extend the current offer will also be considered as part of the Early Help Review.</p>
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	<p>In terms of immediate actions to respond to this recommendation and also to inform the Early Help Review, the Children and Families Service will be reviewing representation from the Service at key panels, including the weekly Gangs Panel, the Partnership Tasking Panel and the Alternative Provision Panel.</p> <p>The Children and Families Service will review the support offer/services available at times of higher incidences of crime (Friday evenings and Saturday), reflecting initial feedback from the Young Futures Commission.</p> <p>The Children and Families Service will also look at providing trauma-informed practice training within the IGU which would be delivered by the in-house Clinical Service.</p>
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<p><u>Recommendation 5 – For the IGU to report back on mental health services referral pathway for young adults in the IGU cohort</u></p> <p>With no dedicated mental health resource currently based within the IGU, we see the need for assurance around the referral pathways in place setting out the scenarios in which the IGU will seek mental health support for young adults in its cohort, and the routes that it will take to doing so. This assurance should be provided in the form of a formal referral pathway being shared with us.</p> <p>The East London NHS Foundation Trust (ELFT) provides community and inpatient mental health services to children, young people and adults in Hackney. We feel that the referral pathway should be developed in partnership with ELFT, and that regular reviews should be carried out to monitor its effectiveness in brokering</p>	<p>Response</p> <p>The IGU has recently made a successful funding application to the Violence Reduction Unit to recruit a mental health professional to work within the IGU to:-</p> <ul style="list-style-type: none"> ● Provide a service to a number of appropriate cases with a particular focus on the 18 to 25 age group where mental health has been identified. ● Identify appropriate mental health pathways supporting indictable through the process. ● To provide advice and guidance to existing IGU professionals to better identify and respond to mental health concerns. <p>This post is currently proceeding through the recruitment process with the funding being available to 31st March, 2021.</p> <p>The effectiveness of the VRU funded role will be undertaken in six months with the intention of utilising the review to negotiate with the East London</p>
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<p>mental health support for those within the cohort.</p>	<p>Foundation Trust (ELFT) to mainstream the resource in 2021/22.</p> <p>A formal referral pathway will be developed with ELFT and shared with the Commission.</p>
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<p><u>Recommendation 6 – ELFT as partner in IGU</u></p> <p>In the longer term, we feel there should be a mental health specialism inside the IGU¹.</p> <p>We have seen the benefits of a co-located, IGU model. We have also heard about the prevalence of mental health issues among those in the cohort, both among those aged up to 19 and those above this.</p> <p>We ask that the Council seeks to explore with ELFT the feasibility of their becoming a partner agency of the IGU, and for them to provide a dedicated mental health specialist resource.</p>	<p>Response</p> <p>This recommendation is intrinsically linked to 5 above.</p> <p>Contact will be made with (ELFT) with the intention of gaining their expertise and support to design the post profile for the IGU mental health professional (funded by VRU to 31/3/21).</p> <p>As a key partner ELFT will be involved in identifying options around how this role will be mainstreamed at the conclusion of the VRU funding allocation.</p>
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<p><u>Recommendation 7 – For the Health in Hackney Scrutiny Commission to explore mental health provision for 19-25s compared to young people aged under 18</u></p> <p>We feel that an item at the Health in Hackney Scrutiny Commission might explore the differences in mental health provision for those aged up to 18, and those aged 19 to 25.</p> <p>We suggest that to give best focus to the item, that it might explore typical mental health provision and arrangements for 15 to 18s compared to 19 to 25s. This is due to Hackney's</p>	<p>Recommendations 7, 10, 15 and 16 of the review are directed at Scrutiny Commissions in the first instance.</p> <p>Responses to these have been provided by the relevant Scrutiny Commission Chairs and appear in Appendix 1.</p>
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¹ If enacted, one of our recommendations would see greater involvement of the Children and Families Service within the IGU which we would hope would include the Clinical Service offering specialist psychological support to children aged up to 19 and their families.

<p>Community Safety Partnership's Strategic Assessment findings around the peak (starting) age ranges for involvement in gang flagged crimes and knife flagged crimes.</p>	
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<p><u>Recommendation 8 – Applying learning from pilot delivery of mental health provision in community settings, to the IGU</u></p> <p>Mental ill health is a common issue among both children and adults being worked with by the IGU. A significant share of the cohort is made up of black boys and young men. Evidence shows that tailored approaches can provide more effective pathways to mental health care for this community group, in cases where it is needed. This is due to cultural and structural barriers which can make traditional routes less accessible.</p> <p>We note the pilot led by the East London NHS Foundation Trust which delivered support in community settings. This was found to better enable young black men with mental health needs, to engage, compared to traditional primary care routes.</p> <p>We ask for an assessment – led by the Executive Members with responsibility for Health, Community Safety, and the Improving Outcomes for Young Black Men Programme – to be carried out exploring whether and how learning from this pilot can be applied within the IGU.</p>	<p>Response</p> <p>A mental health group exists as part of the Improving Outcomes for Young Black Men Programme that is chaired by Amy Wilkinson, Programme Director for Children Families and Maternity Services Workstream of Integrated Commissioning and Alice Deacon, Assistant Head of Service for Young Hackney.</p> <p>The approach taken by ELFT will inform the work to be undertaken by the IGU Mental Health professional. Links to the YBM initiative are already well established through a variety of forums .</p> <p>Progress towards the adoption of the ELFT pilot will be monitored at the GSVB with an estimated deadline for implementation of the IGU approach being 1 March 2020.</p>
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<p><u>Recommendation 9 – For any future pre-apprenticeship programmes to include the IGU cohort in any ring-fencing arrangement</u></p> <p>We ask that any future pre-apprenticeship programmes by the</p>	<p>Response</p> <p>The IGU is undertaking work to scope the likely demand for apprenticeship positions from the IGU cohort and those young people at risk of gang exploitation. This scoping work will also include analysis of the extent to which a pre-</p>
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<p>Council include the IGU cohort within any ring-fencing arrangement, and also that the IGU and the Hackney Works Service explore how the IGU cohort can be best supported to accessing these opportunities.</p>	<p>apprenticeship programme, along the lines of existing traineeship programme developed by the Council, would be required in order to ensure these young people are ready and likely to succeed on an apprenticeship.</p> <p>Once the scoping work has been completed, recommendations will be made to the Gangs and Serious Violence Board (GSVB) outlining the delivery options.</p> <p>The proposed options analysis will include:</p> <ul style="list-style-type: none"> ● ringfencing apprenticeship posts for this cohort ● integrating this cohort within the existing apprenticeship programme ● developing a bespoke pre-apprenticeship programme for this cohort, to provide a stepping stone to an apprenticeship, work placement and/or job. <p>The options paper will be produced by 1 April 2020.</p>
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<p><u>Recommendation 10 – For the Skills, Economy and Growth Commission to explore employment and skills support for ex-offenders</u></p> <p>We note the well-known difficulties ex-offenders face in securing work – both those within the IGU cohort and ex-offenders more broadly. We recommend that the Skills, Economy and Growth Commission explores how the Council and its partners (including the private sector) are working to provide employment and skills support to this group generally, and the feasibility of a dedicated support offer by the Hackney Works Service.</p>	<p>Recommendations 7, 10, 15 and 16 of the review are directed at Scrutiny Commissions in the first instance.</p> <p>Responses to these have been provided by the relevant Scrutiny Commission Chairs and appear in Appendix 1.</p>
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<p><u>Recommendation 11 – For the IGU to consult the community on a possible name change</u></p>	<p>Response</p> <p>From consultation with key individual community networks together with gang</p>
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<p>On a local level we ask the Council considers changing the name of the Integrated Gangs Unit, in consultation with the community. We feel that a name change could give some assurance to those suffering stigmatisation from the careless way in which the term gang is sometimes used.</p>	<p>professionals it was felt that the IGU is becoming a well known brand within affected communities particularly through the work of the IGU Community Co-ordinations.</p> <p>It is our intention to dedicate an agenda item at the IGU Community Forum to consult with key individual community members concerning this recommendation.</p>
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<p><u>Recommendation 12 – To report back on how the findings of mapping exercise are being taken forward</u></p> <p>We welcome the significant work by the Council, partners and the wider community which has enabled the production of the provision mapping resource. We see the challenge now as ensuring continued focus on this area by all partners, and achieving a joined up response to those aspects where improvement / greater focus was needed. For our part, we would suggest that they might be translated into a mutually agreed action plan.</p> <p>We ask that the Council – further to discussions with its partners – reports back to the Commission on how these challenges can be best met.</p>	<p>Response</p> <p>The Mapping Exercise which was shared with the Commission in November 2018 was used to inform the development of an action plan. Oversight of this action plan sits with the Community Resilience Partnership which is part of the Community Safety Partnership, and brings statutory partners together with a broader range of voluntary and community sector organisations. Their role is to discuss the broader risks and issues related to community safety that require partnership action, cross-cutting themes and community engagement.</p> <p>The priorities in the action plan are:</p> <ul style="list-style-type: none"> ● Developing our network - improving how we engage and collaborate with the ● Voluntary and Community Sector (VCS). ● Engaging and involving parents/carers and communities. ● Improving confidence and trust in Policing. ● Engaging Young people. ● Reducing school exclusions. ● Improving outcomes for young black men. ● Reducing harm. <p>We have also undertaken a piece of work to improve and make our community more systematic in the aftermath of a serious violence incident.</p>
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	<p>Some of the issues which were identified through the mapping related to service improvement. These have been fed back to the relevant services and have informed wider service development. In some cases there will be the opportunity to align this improvement with the outcomes from the Young Futures Commission as well.</p> <p>Many of the issues that were identified call for a greater cross cutting whole systems approach to tackling serious violence; we have been developing this approach and will be taking it forward in 2020.</p> <p>We are happy to report back to the Commission during the next municipal year.</p>
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<p><u>Recommendation 13 – Ongoing engagement between Chief Executive and Inspirational Leaders</u></p> <p>Inspirational leaders of the YBM Programme made a number of points around barriers to opportunities and positive outcomes. We welcomed the response of the Council’s Chief Executive to these points.</p> <p>This included a commitment to continued engagement from the Council with Inspirational Leaders.</p> <p>One of the specific barriers mentioned was a lack of facilities and spaces to develop businesses within. On this point, the Chief Executive spoke on the Council seeking to provide more workspaces through utilisation of unused spaces. He felt that shares of these might be made available for</p>	<p>Response</p> <p>The leadership and governance of the YBM programme has been reviewed to enable youth leadership over the direction and vision for the programme. In the new structure, oversight of the programme will ultimately be via this community panel. Council officers will be expected to engage and to be accountable for the impact of delivery to this new panel.</p> <p>The Chief Executive is happy to meet with the youth leaders to discuss the new governance for the programme as part of its implementation. It would be helpful to discuss their ideas for how to make the governance as impactful as possible.</p> <p>However, we would also suggest that the engagement with senior officers goes well beyond this, so that there is an emphasis on the systems change and</p>
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<p>young people wanting to start-up businesses.</p> <p>Another barrier mentioned was a lack of advice and guidance for those interested in setting up businesses. In response the Chief Executive said that he would reflect on how the Landing Pad which the Council was seeking to provide for new businesses to the borough (to better enable access to business planning, financial and other advice) could be made available more widely.</p> <p>We ask that the Chief Executive meets Inspirational Leaders to explore how these aspects and any others can be taken forward.</p>	<p>systems leadership within the organisation, rather than relying on the idea that for actions to take place the Chief Executive has to be involved. This would mean that a regular cycle of meetings will be held with leads on delivery of programme work (e.g. Directors or Heads of Service). The youth leaders will be split into project teams and will engage with specific senior officers based on the theme outlined (in this case Serious Youth Violence).</p>
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<p><u>Recommendation 14 – For the Council to continue to make the case for a reversal of local Police Officer reductions</u></p> <p>We call for the Mayor of London to continue to make the case for a fair settlement for the MPS, and for the Council to lobby towards ensuring that any more realistic London wide funding is translated into a greater local police presence in Hackney.</p>	<p>Response</p> <p>This will continue to be a political priority informed by the Community Safety Cabinet lead.</p> <p>On 19 October 2019 the government announced that funding will be made available in 2020/21 for an extra 6,000 Police Officers nationally.</p> <p>Although the exact numbers of new recruits within Hackney for this period has not been confirmed it is proposed that any local increase will be dedicated to proactive street based activities, including the reduction in gang related violence.</p>
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<p><u>Recommendation 15 – For the Police and Monitoring Groups to provide annual updates to Living in Hackney Scrutiny on stop and search activity, and the engagement between them</u></p>	<p>Recommendations 7, 10, 15 and 16 of the review are directed at Scrutiny Commissions in the first instance.</p> <p>Responses to these have been provided by the relevant Scrutiny Commission Chairs and appear in Appendix 1.</p>
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<p>Living in Hackney Scrutiny will seek to re-establish annual updates on stop and search activity, the engagement between the police and monitoring groups, and the outcomes of this. We hope that this can help better ensure on-going engagement.</p> <p>In reflection of our findings from the discussion with the police and monitoring groups, we will include consideration of the points below, within the next item:</p> <ul style="list-style-type: none"> ● Extent of body worn camera dip sampling exercises (we heard that these had started only recently) ● Engagement of the community in training ● Section 60 communications and consultation (both monitoring groups reported that the engagement of the police prior to enacting Section 60 notices fell immediately after the move to the BCU model, and the BCU themselves acknowledged they were working on addressing this issue) 	
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<p><u>Recommendation 16 – For Community Safety Partnership to provide annual updates to Living in Hackney on its Trust and Confidence Action Plan</u></p> <p>The Commission will seek annual updates against the Action Plan regarding Trust and Confidence, from the Community Safety Partnership.</p> <p>In line with our review findings in this area, as part of the first item we will seek updates on:</p>	<p>Recommendations 7, 10, 15 and 16 of the review are directed at Scrutiny Commissions in the first instance.</p> <p>Responses to these have been provided by the relevant Scrutiny Commission Chairs and appear in Appendix 1.</p>
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<ul style="list-style-type: none">● The status and activities of the BCU-wide Confidence and Satisfaction Board● The BCU's engagement with the Young People's Independent Advisory Group● The BCU's work to maintain active engagement with the community and to improve communication of engagement events● Any action by the BCU to facilitate greater engagement between the community and central MPS units.	
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Cabinet Response to the Living in Hackney Scrutiny Commission Investigation into Council and partnership response to escalation in serious violence

Appendix 1 - Responses to recommendations for Scrutiny Commissions

Implementation of four of the recommendations from the review would rely in the first instance on Scrutiny Commissions seeking to incorporate particular items into their work programmes.

This considered, responses to each of these recommendations have been provided by the Chairs of the relevant Scrutiny Commission, and are included in this appendix for Cabinet to note.

It is important to note that implementation would also rely on engagement and facilitation by the Council and external partners. The Living in Hackney Scrutiny Commission will monitor this engagement and facilitation as appropriate.

<p><u>Recommendation 7 – For the Health in Hackney Scrutiny Commission to explore mental health provision for 19-25s compared to young people aged under 18</u></p>	<p>Response (Cllr Ben Hayhurst, Chair, Health in Hackney Scrutiny Commission):</p>
<p>We feel that an item at the Health in Hackney Scrutiny Commission might explore the differences in mental health provision for those aged up to 18, and those aged 19 to 25.</p>	<p>I am supportive of the value of scrutiny comparing and contrasting the extent and nature of the mental health services available for young people at different times during their adolescence. I will consult Members and the support officer for the Commission on the most appropriate format for any item or review into this area, and on how this can be incorporated into our forward planning.</p>
<p>We suggest that to give best focus to the item, that it might explore typical mental health provision and arrangements for 15 to 18s compared to 19 to 25s. This is due to Hackney’s Community Safety Partnership’s Strategic Assessment findings around the peak (starting) age ranges for involvement in gang flagged crimes and knife flagged crimes.</p>	

<p><u>Recommendation 10 – For the Skills, Economy and Growth Commission to explore employment and skills support for ex-offenders</u></p>	<p>Response (Cllr Mete Coban, Chair, Skills, Economy and Growth Commission):</p>
<p>We note the well-known difficulties ex-offenders face in securing work – both those within the IGU cohort and ex-</p>	<p>I am supportive of scrutiny exploring the important topic of skills and employment support for ex offenders. I agree that this should include consideration of the support given to ex offenders in the</p>

<p>offenders more broadly. We recommend that the Skills, Economy and Growth Commission explores how the Council and its partners (including the private sector) are working to provide employment and skills support to this group generally, and the feasibility of a dedicated support offer by the Hackney Works Service.</p>	<p>borough by the Council and its Hackney Works Service specifically, and by our partners. I will consult with Members and the support officer for the Commission on the most appropriate format for any item or review into this area, and on how this can be incorporated into our forward planning.</p>
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<p><u>Recommendation 15 – For the Police and Monitoring Groups to provide annual updates to Living in Hackney Scrutiny on stop and search activity, and the engagement between them</u></p> <p>Living in Hackney Scrutiny will seek to re-establish annual updates on stop and search activity, the engagement between the police and monitoring groups, and the outcomes of this. We hope that this can help better ensure on-going engagement.</p> <p>In reflection of our findings from the discussion with the police and monitoring groups, we will include consideration of the points below, within the next item:</p> <ul style="list-style-type: none"> ● Extent of body worn camera dip sampling exercises (we heard that these had started only recently) ● Engagement of the community in training ● Section 60 communications and consultation (both monitoring groups reported that the engagement of the police prior to enacting Section 60 notices fell immediately after the move to the BCU model, and the BCU themselves acknowledged they were working on addressing this issue) 	<p>Response (Cllr Sharon Patrick, Chair, Living in Hackney Scrutiny Commission):</p> <p>The Living in Hackney Scrutiny Commission will liaise with the Police and the Stop and Search Monitoring Groups in order to seek to receive annual updates around stop and search activity, the work of the monitoring groups, and on the extent of engagement between these stakeholders.</p> <p>The first of these annual updates is planned for the Commission’s meeting in March 2020. This will give specific consideration to the points flagged in the recommendation.</p>
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<p><u>Recommendation 16 – For Community Safety Partnership to provide annual updates to Living in Hackney on its Trust and Confidence Action Plan</u></p> <p>The Commission will seek annual updates against the Action Plan regarding Trust and Confidence, from the Community Safety Partnership.</p> <p>In line with our review findings in this area, as part of the first item we will seek updates on:</p> <ul style="list-style-type: none"> ● The status and activities of the BCU-wide Confidence and Satisfaction Board ● The BCU’s engagement with the Young People’s Independent Advisory Group ● The BCU’s work to maintain active engagement with the community and to improve communication of engagement events ● Any action by the BCU to facilitate greater engagement between the community and central MPS units. 	<p>Response (Cllr Sharon Patrick, Chair, Living in Hackney Scrutiny Commission):</p> <p>During its review the Commission heard that an action plan on trust and confidence this was being developed within the new Community Safety Partnership Plan.</p> <p>We will liaise with the Co-Chairs of the Community Safety Partnership to seek annual updates against this action plan.</p> <p>The first of these annual updates is planned for the Commission’s meeting in March 2020. This will give specific consideration within the item to the points flagged in the recommendation.</p>
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TITLE OF REPORT – REVIEW OF THE COUNCIL’S CONSTITUTION	
COUNCIL MEETING 26TH FEBRUARY 2020	CLASSIFICATION: OPEN
MONITORING OFFICER SUKI BINJAL	

1. SUMMARY

- 1.2 The Council’s Monitoring Officer (MO) has carried out a review of the Council’s Constitution. The review methodology is outlined in paragraph 5 below.
- 1.3 Full Council must approve any changes to the Constitution other than those already authorised to be made by the Council’s Monitoring Officer. The changes proposed in this report are not within the scope of the MO’s delegation.
- 1.4 Any resolution of Full Council to approve changes to the Constitution will also require the written consent of the Elected Mayor.
- 1.5 The current Constitution is online and can be reviewed there. There is an appendix 1 attached to this report for your reference and consideration which is a schedule summarising the changes proposed. The draft of the revised Constitution highlighting the proposed changes can be found [here](#). You may view a hard copy by contacting the Governance Services Office which is located in Hackney Town Hall.
- 1.6. Approval is sought to agree the suggested changes as set out in appendix 1 and to also delegate permission to the MO (in consultation with Deputy Mayor Bramble, portfolio holder for legal and governance and the Elected Mayor), to continue to carry out any inconsequential changes that might be necessary before the revised Constitution is published.

Accordingly, this report seeks the approval of Full Council to agree the recommendations as set out in paragraph 2 below.

- 1.7 This report also sets out the future framework for reviewing the Council's Constitution including areas (constitutionally related) identified during this review for further consideration, discussion and potential development.

2. RECOMMENDATIONS

Full Council is requested to

- 2.1 Agree the changes proposed to the Council's Constitution as set out in the schedule of changes attached as Appendix 1 to this report and
- 2.2 Delegate to the Council's Monitoring Officer to continue to make any necessary inconsequential changes in consultation with Deputy Mayor Bramble and the Elected Mayor.

3. BACKGROUND

- 3.1 The purpose of the Constitution is to set out clearly how the Council operates, how decisions are made and the procedures it follows, to ensure it is well organised, transparent and accountable to local people.
- 3.2 Under the Council's Constitution there is a duty to monitor and review the Constitution. Other than minor inconsequential changes, the Council's Constitution has not been reviewed in its entirety since 2011.
- 3.3 The Council has, over the past few years, followed an approach to amend and adopt changes as and when necessary, for example to reflect legislative changes or to update the terms and references of some Committees.
- 3.4 As a result of not following a holistic and planned programme of work to either refresh or review the Constitution, this has led to inconsistencies in both content and style.
- 3.5 Accordingly, Deputy Mayor Bramble requested the Council's MO to carry out a comprehensive review of the Constitution.

4. SCOPE OF THE REVIEW.

4.1 It was agreed (in consultation with Deputy Mayor Bramble) that at this stage the scope of the review was not to propose substantive changes to the current Constitution, such as to the Articles, terms of reference (functions) of committees and the order of proceedings for meetings but to suggest housekeeping alterations to bring the Constitution up to date.

4.2 As an exception to the above, it was agreed that where the Constitution is ambiguous and not helpful, suggested amendments would be proposed. For example, the Council's petition scheme needs clarity as to the procedure, as does the process for residents to be able to address/ask questions at Cabinet meetings.

5.1 The following process (as agreed between Deputy Mayor Bramble and the MO), was followed:

- The MO, supported by officers (via an officer's working group), has reviewed the Constitution page by page.
- The MO kept a schedule (an audit trail) of the changes proposed by officers, referencing the reasons for the suggested amendments. This is attached as Appendix 1 - the schedule of changes proposed.
- This schedule and relevant documents (the current Constitution highlighting the proposed changes) were circulated and shared with all Councillors for discussion, review and comments.

CONSULTATION WITH ALL COUNCILLORS

- Consultation took place with all Councillors via the existing Member's Reference Group (MRG), which is a cross party group (a forum open for all Councillors to attend) that meets to discuss policy and/or operational issues that affect all Councillors.
- At a MRG meeting, held on the 5th November 2019, the background and process to the Constitution review was discussed.
- Subsequently, all Councillors were invited to attend further focus sessions held on the 12th November, 17th December 2019 and the 6th January 2020 to discuss parts 1-3, part 4 and parts 5-6 of the Constitution respectively.
- Suggested amendments from officers were shared with all Councillors, before each meeting for review and comment. Comments were also invited after each meeting.

6. OUTCOMES FROM THE CROSS PARTY FOCUS SESSIONS

- 6.1 The Constitution has now been fully reviewed and discussions have taken place with the Councillors that attended the focus sessions. Some further suggestions and comments were also received (by email) from Councillors who were unable to attend the sessions.
- 6.2 Attached at appendix 2 is a list of the Councillors that attended the MRG focus sessions, including a list of Councillors that responded to the review by email.
- 6.3 As a result of the focus sessions, a number of non-substantive changes were proposed and agreed in principle, for example:
- referring to Members throughout the document as Councillors, where possible
 - amending all references from his/her to their, where possible
 - inserting hyper-links, visuals and flowcharts, where possible
 - adding a glossary, rather than a definitions section
- 6.4 At the last focus session, held on the 6th January 2020, it was agreed to reorder the Council's Petition Scheme, so that it provides clarity without the need to provide a detailed audit trail.
- 6.5 Overall, the proposed changes recommended are housekeeping, or they reflect legislative updates, or to provide clarity where necessary.

6.6 The attached Appendix 1 is a schedule detailing proposed changes. Part A of the schedule sets out the proposed (blanket) changes throughout the document, which were approved by Councillors that attended the MRG sessions, without the need to highlight every change in the document.

7. ELECTED MAYOR'S ENDORSEMENT

7.1 Under Article 15.4, of the current Constitution unless the change relates only to the operation of Overview and Scrutiny functions, any resolution of Full Council to approve a change to the Constitution will have no effect without the written consent of the Elected Mayor.

7.2 The Elected Mayor has reviewed the proposed changes and his comments have been incorporated.

8. FUTURE FRAMEWORK FOR REVIEWING THE CONSTITUTION

8.1 The Constitution does not stipulate the process or how often the document should be reviewed. A Constitutional Review Group is in place which meets monthly and will continue to pick up any emerging issues. It is suggested that a full review of the constitution should take place once every four years in line with the local election cycle.

8.2 It is proposed that the Council modernises its Constitution through a principles based review and the programme of work will be agreed with the Elected Mayor and Deputy Mayor Bramble.

8.3 A principles based review is usually carried out to unpick the Constitution, modernise it, and ensure it is accessible for residents. Any changes would need to be in line with the principles under Article 1 and 15 of the Constitution.

For example, to:

- review and change the current style
- ensure it is digital and fit for purpose
- continue to remove any unnecessary (ambiguous) duplication
- make changes in line with good and improved governance practices
- update terminology
- re-order the Procedure Rules so that they reflect actual proceedings of Council meetings
- where possible, continue to insert visual and web links
- remove some protocols from within the Constitution that are either not required by law or are not necessary, especially if they are available elsewhere on the Council's website.

8.5 It is proposed that a principles based review commences in 2020, following the agreement (at Full Council on the 26th February 2020) of changes arising from the current page-by-page review.

8.6 It is further proposed that Councillor engagement continues via a series of additional MRG focus sessions.

9. CONFIRMATION OF THE MONITORING OFFICER'S ROLE WITH REGARD TO THE CONSTITUTION

- 9.1 It is good governance practice for the MO to regularly review the Constitution and where necessary to suggest revisions in accordance with Article 1 and 15 of the Constitution.
- 9.2 Separate from any principles based review, the MO remains responsible for making in year minor amendments, following any statutory or regulatory change, or to rectify errors, or to update arrangements as a result a other external factors as per Article 15.5 of the Council's Constitution.
- 9.3 The MO will keep an audit of the changes in 9.2 above and the reasons for the amendments. These changes will not require Full Council approval.
- 9.4 The MO will discuss and notify the Cabinet portfolio holder responsible for legal and governance, of any such changes made and then if necessary will provide an update at an appropriate Council meeting.

9. OTHER ISSUES FOR FUTURE DISCUSSION

- 9.1 Councillors that attended the focus group discussions raised wider issues that were not within the scope of this initial review, a schedule of these issues have been collated and will be reviewed in the Constitution review group. Examples of these areas for future development include:-
- the terms of reference for committees
 - the Budget and Policy Framework
 - procedure for motions - i.e. the process and definitions

10 COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

There are no immediate financial implications.

11. COMMENTS OF THE DIRECTOR, LEGAL & GOVERNANCE SERVICES

- 11.1 The Local Government Acts 1972 and 2000 (as amended) require all Local Authorities to have in place and maintain an updated written Constitution.
- 11.2 A Local Authority must prepare and keep up to date a document (referred to as its Constitution), which contains:-
- (i) a copy of the authority's Standing Orders (to govern the general function of that authority).
 - (ii) to maintain Contract Standing Orders
 - (iii) a copy of the authority's Code of Conduct for Members (under section 28 of the Localism Act 2011),
 - (iv) such information as the Secretary of State may direct, and
 - (v) such other information (if any) as the Authority considers appropriate.

- 11.3 The Council could be judicially reviewed if Councillors take decisions, which are

contrary to published policy, protocols and procedures.

12 EQUALITY IMPACT

12.1 There are no immediate equality issues.

13.3 RISK MANAGEMENT

Risk Description	Likelihood	Impact	Mitigation Measures
It is a high risk not to regularly review the Constitution and ensure it reflects current practice and Legislation.	Unlikely	High/Bad	As a core principle of good governance the Council keeps its Constitution under regular review and amends it, both to reflect experience and changing circumstances

APPENDICES

Appendix 1 A schedule summarising the changes proposed

Appendix 2 List of Councillors that attended the MRG focus sessions including Councillors that responded to the review by email

BACKGROUND PAPERS

None

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Appendix 1

London Borough of Hackney's Constitution Review

Proposed changes made to the current pages of the Constitution - Part 1 to Part 5

Colour Code

.. – Link to Webpage or Definitions

..- New Inserted Text

..- Text to be removed

U - Underscored are paragraphs that have been moved

Part A

Proposed blanket changes throughout the document and approved, without the need to highlight every change in the document

Changes throughout the current Constitution		
Currently in the constitution	Proposed amendment	Members Reference Group. - Comments and/or date of approval.

Mayor	Elected Mayor	12 November 2019
officers	Officers	12 November 2019
councillors	Councillors	12 November 2019
officer	Officer	12 November 2019
council	Council	12 November 2019
chair	Chair	12 November 2019
Vice-Chair	Vice- Chair	12 November 2019
Section 151	Group Director of Finance	12 November 2019
Monitoring Officer	Director of Legal and Governance	12 November 2019
Head of Paid Service	Chief Executive	12 November 2019
Cabinet Advisor	Mayoral Advisor	12 November 2019
speaker	Speaker	17 December 2019
	It is proposed that when referring to changing Executive to Cabinet, this will now read Elected Mayor and Cabinet.	12 November 2019
	It is proposed that job titles are changed to reflect current job titles. For	12 November 2019

	example, Director, Legal will now be Director of Legal and Governance.	
	In some sections of the constitution, links have been inserted and not necessarily always picked up in the proposed schedule of changes.	12 November 2019
	It is proposed that all grammatical errors, numerical errors and formatting errors will be amended.	12 November 2019
	It is proposed that where we have provided clarity with regard to reference to bodies when they should be committees and or whether changes are non substantive, (for example current constitution page 63 12.7 where reference is made to overview scrutiny bodies), we recommend that is changed throughout the document to reflect current practice which is overview panel and decision.	12 November 2019
	Whenever there is a reference to a number of days, this will always be working days unless specified otherwise.	12 November 2019
	It is proposed that all changes to articles and numbering rules which	12 November 2019

	might have changed and might have numerical errors will be amended.	
Residents	Citizens	12 November 2019
	Default is to write the official title or that S/he will change to they or their.	12 November 2019
Overview and scrutiny commissions/ panel.	Have more flexibility of changes that they can make without the need to Full Council.	12 November 2019
	Where there is a discrepancy or an anomaly that is picked up later which needs an amendment in the Article or Terms (of a non substantial nature). We have a blanket change in place to amend this.	
	Blanket to re-code and re-word the council petition scheme to a readable manner. If information is repeated, we are able to delete this.	
Him/Her/He/She	Them/Their/They	

For Discussion with Councillors	Decision	Date of approval
Would you prefer a Councillor or would you prefer Member?	Default is Councillor, but if it is necessary for grammatical purposes to use the word member then that is acceptable. Members will need to be linked to the	12 November 2019

	glossary to show that this is a Councillor.	
<p>Chapter 2 of Part 1 of the Local Democracy, Economic Development and Construction Act 2009 (petitions to local authorities) is repealed. It is no longer necessary to have this in the constitution.</p> <p>Section 46: Repeal of provisions about petitions to local authorities.</p> <p>There is lots of information on other petition schemes online. Proposed that this is moved online and taken from the constitution.</p>		
<p>Would members like to change the amount of people required for a petition?</p>		

- **Changes agreed from the Members Reference group to be tabled at Full Council Proposed changes made to Front Page. (now replaced)**

Current Constitution Page Numbers	Pages in the Proposed constitution	Review Comments/reasons	Comments and/or date of approval
Front Page	Front Page	Inserted a photo of Hackney Town Hall Reason: Modernise the constitution.	Approved 12 November 2019
Contents Page	Page 1-2	Inserted a contents page for the constitution and a contents for the Summary which are hyperlinked to the relevant parts of the constitution. Reason: light touch and user friendly.	Approved 12 November 2019
Definitions	N/A	It has been proposed that the definitions are renamed ‘Definitions of Terms’ and are moved to the end of the document so that users do not have to go through the whole document.	Approved 12 November 2019

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- **Proposed Changes Made To Part 1 Summary**

Current Constitution	Relevant paragraphs	Pages in the new	Review Comments/reasons	Comments and/or date of approval

Page Numbers	in the Constitution	proposed constitution		
Page 2	Para 3 - The Council.	Page 3	Links inserted for the Elected Mayor and Councillors which will take you to the website or glossary for further information.	Approved 12 November 2019
Page 2	Subtitle - The Council	Page 4	The Executive – Link inserted and text inserted to explain that the Executive is also known as the Cabinet.	Approved 12 November 2019
Page 2	Subtitle - The Council	Page 4	Proposed that the word responsible is changed to accountable, as proposed by the Mayor.	
Page 3	The Executive - Para 8	Page 5	Where key decision is mention a link will be inserted to take you to the website or glossary for further information.	Approved 12 November 2019
Page 4	Heading - Citizens rights	Page 6	Have proposed to insert a sentence - for ease of reference it is - Citizens living, working or studying in the borough. Reason : This has been added for better understanding and clarification.	Approved 12 November 2019
Page 4	Citizens rights - Para 5	Page 7	Link inserted to direct the reader to the web page for more information regarding current councillors.	Approved 12 November 2019
Page 7	Management Structure	Page 7	Management structure updated to current directorates.	Approved 12 November 2019

Articles - Page 21 onwards

- **Proposed Changes To Article 1**

No changes to be made.

- **Proposed Changes To Article 2 - Page 25.**

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Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	Comments and/or date of approval
Page 25	2.2	Page 12	Proposed that The Local Strategic Partnership is removed as this is no longer the title. The correct title has now been inserted.	
Page 25	Citizens 2.2	Page 12	Proposed that the different types of consultation is removed to keep in line with current consultation policy.	
Page 25	Citizens 2.2	Page 12	Proposed that this is removed to fit in line with current process	
Page 25	Citizens rights 2.4	Page 13	Proposed that additional text is added for clarity around the voting process.	
Page 26	Citizens participation in Council Business 2.7 i)	Page 14	Link added to the procedure rules part 4.	Approved 12 November 2019

Page 26	Citizens participation in Council Business 2.7 iii)	Page 14	Link added to part 4.	Approved 12 November 2019
Page 26	Title - Representatives and Complaints	Page 14	Proposed change of title to - Representation and Complaints.	Approved 12 November 2019
Page 26	Representation and Complaints 2.9 i)	Page 14	Proposed that the 'Elected Mayor inserted' Sentence reworded	Approved 12 November 2019
Page 26	Representation and Complaints 2.9 i)	Page 14	Proposed to remove the reference to the executive ' or to members of the Executive' Reason: it is not necessary to make specific mention to executive members as the public can make representations to Cabinet or any other committee - or raise an issue through a ward Cllr - and cabinet members are ward Cllrs first and elected by those people in that ward. A Link inserted 'click here' which takes you to the part of the website that can make representations to.	Approved 12 November 2019
Page 26	2.9 Representation	Page 14	Link inserted for complaints procedure.	Approved 12 November 2019

	and Complaints iv)			
Page 27	2.9 Representation and Complaints vi)	Page 15	Text inserted 'To follow the process click here' Link also inserted.	Approved 12 November 2019
Page 27	2.9 v)	Page 15	Proposed that text added for clarity around the available Ombudsman for complaints. Proposed that text is removed to avoid confusion.	
Page 26	2.9 Representation and Complaints vii) and vii)	Page 15	Link inserted for Part 4.	Approved 12 November 2019
Page 26	2.9 Representation and Complaints viii)	Page 15	Proposed that working is added to provide clarity around meetings that the public can attend.	
Page 26	Citizens responsibilities 2.11	Page 16	Proposed to revise the wording of this paragraph to make it more clearer and detailed . Proposed that citizen responsibilities title is removed as this is confusing. Reason: purpose of clarity.	Approved 12 November 2019

- **Proposed Changes Made To Article 3**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	Comments and/or date of approval
Page 29	Composition and eligibility 3.1	Page 17	Links inserted to the members of the Council and Article 3.6.	Approved 12 November 2019
Page 29	Elections and terms of office of Councilors 3.2	Page 17	Proposed to remove 'Regular' and insert 'local' Reason: to reflect current practice and provide a better understanding. this has been changed	Approved 12 November 2019
Page 29	Opposition Group - 3.3	Page 17	Proposed additional text in green inserted - The Opposition Group will be the party with the largest number of minority members. In the event of two opposition groups having equal numbers of members, the official Opposition Group will be the incumbent Opposition Group. Reason: inserted for clarity	Approved 12 November 2019

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Page 29	Rights and responsibilities of all Councillors 3.4	Page 17	Links inserted Proposed that xv) be deleted as moved to 3.3.	Approved 12 November 2019
Page 30	Rights and responsibilities specific to non-executive Members 3.5	Page 19	Links inserted.	Approved 12 November 2019
Page 30	Elections of the Mayor 3.6	Page 19	Proposed to remove the word 'ordinary' and replaced with the word 'local'. Reason: for consistency.	Approved 12 November 2019

- **Proposed Changes Made To Article 4**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	Comments and/or date of approval
Page 33	Role of Full Council 4.2	Page 21	Proposed to insert that 'Further explanation of what the council mean by budget policy and framework in part 4.' Link inserted Reason: to provide better understanding.	Approved 12 November 2019
	Roll of Full Council 4.3	Page 21	Numerous words removed for clarity	
Page 33	Roll of Full Council 4.4	Page 21	Link inserted to part 4.	Approved 12 November 2019
Page 33	Functions of Full Council 4.6 iv)	Page 22	Proposed to amalgamate overview and scrutiny headings into one heading. Proposed to remove Ward forums as a function of the full council as they have no jurisdiction.	Approved 12 November 2019

Page 34	Functions of Full Council 4.6 v)	Page 22	Proposed to insert a revised paragraph. Reason: to provide clarity and reflect practice.	Approved 12 November 2019
Page 34	Functions of Full Council 4.6 x)	Page 22	To consider petitions we have proposed to insert a Link.	Approved 12 November 2019
Page 34	Functions of Full Council 4.6 xiv)	Page 22	Proposed to insert to include approving and publishing.	Approved 12 November 2019
Page 34	4.6 xv)	Page 23	Link inserted.	Approved 12 November 2019
Page 34	Policy Framework 4.7	Page 23	Proposed to reorder this paragraph so 4.7 is now the new 4.8 with some changes inserted for better reading. The 4.8 is now the new 4.7. Reason: it would make more sense to be in that order for the reader.	Approved 12 November 2019
Page 36	Policy Framework 4.7 (c)	Page 23	Proposed that a link is added to allow readers to see the extended list of discretionary policies.	

- **Proposed Changes Made To Article 5**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	
Page 37	Title - The Executive	Page 26	Title renamed ' The Executive known as the Elected Mayor and Cabinet ' to provide a better understanding for the reader. Title changed for clarity	Approved 12 November 2019
Page 37	5.2	Page 26	Proposed sentence inserted to explain that a further explanation is under 5.4 and 5.5	Approved 12 November 2019
Page 37	Form and Composition 5.3	Page 26	Proposed sentence inserted 'as defined by legislation' throughout the paragraph Reason - purpose of clarity	Approved 12 November 2019
Page 40	Cabinet Committees 5.13	Page 29	Proposed sentence added for clarity with a link for Part 3.	Approved 12 November 2019

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Page 40	Cabinet Committees 5.13	Page 29	Proposed that Hackney Integrated Commissioning Committee (HICC) is changed to its current name.	
Page 40	5.14	Page 30	Title Changes to proceedings of Cabinet.	Approved 12 November 2019
Page 40	5.21	Page 31	Remove the reference to (5.21) Title Mayoral Advisors added for clarity.	Approved 12 November 2019

- **Proposed Changes Made To Article 6**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	
Page 43	6.2 viii)	Page 32	Proposed to add and delete words to give better clarity for the reader.	Approved 12 November 2019
Page 43	6.3	Page 32	Proposed to add and delete words to give better clarity for the reader.	Approved 12 November 2019

- **Proposed Changes Made To Article 7**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	

Page 45	Insert Title	Page 33	Title inserted - Arrangements of Overview and Scrutiny	
Page 45	Inert Title	Page 33	Definition of Overview and Scrutiny inserted.	
Page 45	7.1 i)	Page 33	Proposed add "Known as the call-in process'.	
Page 45	7.1 ii)	Page 33	Proposed to reworded sentences to provide better clarity.	
Page 45	7.1 v)	Page 33	Proposed to take out brackets and insert the word stakeholder. Proposed to add the word Hackney to make this specific to Hackney. Removal of the reason clarity as it is no longer required.	
Page 45	7.1 vi)	Page 33	Proposed to add the regulations Health and social care act. Proposed to add the Health in Hackney scrutiny commission for clarity.	
Page 46	7.2	Page 34	Proposed adding stakeholders to reflect Hackney.	
Page 46	Title	Page 34	Title reworded to reflect current practices	
Page 46	7.3	Page 34	It is proposed that paragraph a) and b) is to be read as one paragraph.	
Page 46	7.5 & 7.6	Page 34	Proposed to merge and have a new paragraph at 7.6.	

Page 46	7.6	Page 34	Proposed to remove the word 'Rule' for clarity purposes.	
Page 48	7.12	Page 35	Proposed to simplify this paragraph.	
Page 47 & 48	Table	Page 35	Proposed to remove links to Directorates and teams in Hackney as these change. Also proposed 'title changed to Commision for clarity.	
Page 49	7.14 i)	Page 37	Proposed that words removed to provide better understanding.	
Page 50	7.15 ii)	Page 38	Proposed that 'Executive collectively' removed for clarity. Proposed to also include	
Page 51	7.15 iii)	Page 38	Proposed to Remove the end of the sentence for clarity.	

- **Proposed Changes Made To Article 8**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	
Page 53	8.1	Page 41	Recommended to insert elected and Co-opted members as this is reflective and will provide clarity.	

- **Proposed Changes Made To Article 9**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	
Page 57	9.1	Page 44	Proposed to insert sentence for clarification for the reader.	
Page 57	9.1.1	Page 44	Link added to title.	
Page 57	9.1.1	Page 44	Proposed to remove 'From time to time' for clarity for the reader.	
Page 57	9.1.2	Page 44	Link to title added.	
Page 57	9.1.2	Page 44	Proposed to add 'The Council's' to make it clear what it is referring to.	
Page 57	9.1.3	Page 44	Link added to title.	
Page 57	9.1.3	Page 44	Proposed that section is reworded for clarity.	
Page 57	9.1.4	Page 44	Link to title added.	
Page 57	9.1.4	Page 44	Proposal that these words are removed for clarity and understanding. Additional words added for grammar purposes.	
Page 57	9.1.5	Page 45	Link to title added.	
Page 58	9.1.6	Page 45	Link to title added.	
Page 58	9.1.6	Page 45	Proposed that sentence advising that further information can be found in Article 7 is removed as this incorrect.	

Page 58	9.1.7	Page 45	Link to title added.	
Page 58	9.1.8	Page 45	Link to title added.	
Page 58	9.1.8	Page 45	Proposed that sentence advising that further information can be found in Article 8 is removed as this incorrect.	
Page 58	9.1.9	Page 45	Proposed that 9.4 and 9.5 is moved as this provides clarity for the readers. It is proposed to delete the last sentence and this is repetitive.	

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- **Proposed Changes Made To Article 10**

Page	10.3	Page 47	proposed that the wording is moved for clarity	
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No changes made.

- **Proposed Changes Made To Article 11**

No changes made.

- **Proposed Changes Made To Article 12**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	
Page 63	12.3	Page 50	Proposed that 'from time to time' is removed as it does not add anything to the constitution.	
Page 63	12.5	Page 50	Proposed to add a description to follow the styles of others and for clarity.	
Page 63	12.7	Page 50	Proposed that professional advice is removed as this could be interpreted incorrectly and inappropriately.	
Page 64	12.10	Page 51	Proposed that Legislation inserted for this section for clarity.	

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Page 64	12.12	Page 51	Proposed that additional sentence added for clarity and keep in line with current processes	
Page 65	12.17	Page 52	It is proposed to reorder the paragraphs in an order that flows as this will provide clarity and understanding for the reader.	
Page 64	12.14	Page 52	Proposed paragraph moved for consistency and clarity.	
Page 67	12.36 & 12.37	Page 55	Proposed that paragraphs have been moved and combined.	
Page 66	12.39	Page 55	Proposed that top-tier or unitary is removed and relevant legislation added into paragraph.	
Page 67	12.40	Page 56	Proposed word deleted as this could be interpreted incorrectly and inappropriately.	
Page 67	12.40	Page 56	Proposed that the word professional is removed as they are accountable, not just professionally accountable.	
Page 67	12.41	Page 56	Proposed additional text for to keep in line with current process	
Page 67	12.42	Page 56	Proposed additional text for clarity purposes.	
Page 67	12.43	Page 56	Proposed that this sentence is removed as it is repetition. Text in bold as it ia heading Proposed that text is added for clarity.	

- **Proposed Changes Made To Article 13**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	
Page 71	13.6	Page 58	Proposed word removed and added for grammatical purposes.	

- **Proposed Changes Made To Article 14**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	
Page 73	14.3	Page 60	Proposed additional text added for the correct name of the Director of Legal and Governance.	
Page 73	14.3	Page 60	Proposed word removed as not required in the sentence.	

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- **Proposed Changes Made To Article 15**

No changes to be made.

- **Proposed Changes Made To Article 16**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	

Page 77	16.3	Page 64	Proposed link added for the Council Procedural Rules.	
Page 78	16.6	Page 64	Proposed to insert Hackney Town Hall as opposed to other offices as this is too wide.	

Proposed Changes Made To Part 3

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	
	Appointments Committee		Proposed to include Monitoring officer and reference to Appeal sub-committee in line with legal requirements	
Page 81	3.1 iii)	Page 67	Proposed that this is deleted as this is no longer in place.	
Page 87	Functions Regulations 30	Page 74	Proposed change to add 'A' to the functions regulations to keep in line with legislation.	
Page 87	Functions Regulations 32	Page 74	Proposed change to add functions regulation 32 as per legislation.	
Page 89	Functions Regulations 14 AZA	Page 79	Proposed change to add functions regulation 14 AZA as per legislation.	
Page 91	Functions Regulations 15	Page 82	Proposal to add the correct wording of the function as per legislation.	
Page 91	Functions Regulation 22	Page 82	Proposal to remove the wording as this function is no longer in regulations.	

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Page 92	Functions Regulations 29	Page 83	Proposal to add the correct wording of the function as per legislation.	
Page 92	Functions Regulations 30	Page 84	Proposal to remove the wording as this function is no longer in regulations.	
Page 93	Functions Regulations 31	Page 84	Proposal to remove the wording as this function is no longer in regulations.	
Page 107	Functions Regulation 27	Page 107	Proposal to remove the wording as this function is no longer in regulations.	
Page 107	Functions Regulations 30A	Page 107	Proposal to remove this as this function is repeated in function 31.	
Page 108	Functions Regulations 42	Page 110	Proposal to add this regulation as it is not repealed.	
N/A	Functions Regulations 50	Page 112	Proposal to add this regulation as per the The Local Authorities (Functions and Responsibilities) (England) Regulations 2000.	
N/A	Functions Regulations 51	Page 112	Proposal to add this regulation as per the The Local Authorities (Functions and Responsibilities) (England) Regulations 2000.	
N/A	Functions Regulations 52	Page 112	Proposal to add this regulation as per the The Local Authorities (Functions and Responsibilities) (England) Regulations 2000.	

N/A	Functions Regulations 53	Page 112	Proposal to add this regulation as per the The Local Authorities (Functions and Responsibilities) (England) Regulations 2000.	
	Terms of Reference - Health and Well-being board	Page 143	Proposed that the Hackney Well-being board is renamed to reflect current strategy.	
	3.3.3 Terms of reference of Executive Committees and Bodies 8(c)	Page 168	Proposed that additional text is added to reflect current practice.	
	Integrated Commissioning Board - Terms of Reference	Page 179	Proposed that 'Adult' is added and 'and Parks' is removed to keep in line with the current process.	
	Integrated Commissioning Board - Terms of Reference	Page 179	Proposed that the 'Children's Services' is removed and the correct text added to keep in line with the current process.	
	Integrated Commissioning Board	Page 179	Proposed that 'and' is removed and the correct text added to keep in line with the current process.	

	- Terms of Reference			
Page 187	3.5.2	Page 185	Proposed to remove these paragraphs as they are no longer relevant.	
Page 187	3.6	Page 185	Proposed to remove 'officer' from the title and renamed ' Officers schemes of delegations for officers' for clarity.	
Page 188	3.6.4	Page 186	Proposed description for the tables inserted for clarification for the reader and proposed to reorganise tables into date of legislation and time statute correct order.	
Page 188	3.6.4	Page 186	Proposed to remove 'PO' from table for clarity for the reader.	

Proposed Changes Made To Part 4

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	Comments/ Approval
Page 187	Title	Page	Proposed that rules relating to council meetings are inserted.	
N/A	Flow Chart	Page 198	Insert proposed flow chart added for clarity of the process for the reader.	
N/A	Flow Chart	Page 198	Insert proposed flow chart added for clarity of the process for the reader.	
Page 187	i.	Page 200	Proposed where the paragraph starts, this paragraph reworded to provide clarity to reflect current practice at Hackney.	
Page 187	viii.	Page 200	Proposed where the paragraph starts, this paragraph reworded to provide clarity to reflect current practice at Hackney.	
Page 187	The Annual Meeting x	Page 201	Proposed that additional paragraph is added to reference the Mayor's speech at the Annual Meeting.	

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Page 187	xi.	Page 201	Proposed that the word 'coming' is changed to municipal for clarity.	
Page 188	1.2	Page 201	Proposed that this paragraph is reworded to reflect current practice.	
Page 188	2.1 viii	Page 202	Proposed that the word 'remaining' is removed for clarity.	
Page 188	2.1 xiii.	Page 202	Proposed that printed is removed and listed inserted as agendas are now online and in hard copy.	
Extraordinary Meetings				
Page 189	3.3 'Time and Place of Ordinary Meetings'	Page 203	Proposed that this is now numbered 3.3. The title is proposed to be reworded to say 'Time and Place of Extraordinary Meetings'.	
Page 189	5.1	Page 203	Proposed that new 4.1 'five clear working days' inserted as this does not include a bank holiday.	
N/A	N/A	Page 203	Proposed that 5.1 should be split to provide clarity for the reader.	
From now on paragraph numbers will be one behind as 4. was included in 3.				
Quorum				
Page 190	7.1	Page 204	Proposed that the new 6.1 Quorum paragraph be reworded and sentence proposed to be removed because of duplication. This will provide clarity for the reader.	
Duration of Meeting				

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Page 190	8.1	Page 204	Proposed to insert text to clarify the process of motions being put forward. This is in line with current process.	
Notice of Questions				
Page 191	10.3	Page 208	Proposed that the word Electronic is removed and 'email' kept. Proposed that the word 'print' to be removed and 'include' inserted. This brings the paragraph inline with current policies.	
Page 192	10.8	Page 209	Proposed that the paragraph is reworded for clarity.	
Questions by Members				
Page 192	11.1	Page 209	Proposed that paragraph is reworded and some additional text added for clarification.	
Page 192	11.1 vi & vii.	Page 209	Proposed that this text is removed as this is no longer policy.	
Page 193	11.2	Page 209	Proposed that the word 'individual's' is inserted for clarification.	
Notice of Questions.				
Page 193	11.3	Page 209	Proposed that the paragraph is amended to fit in line with current policy and practice. Inserted 8 clear working days for clarity.	
Deputations				
Page 194	12	Page 211	Proposed that a sentence is inserted for purposes of clarity.	
Page 194	12.1	Page 212	Proposed that there are some inserts to the paragraph for clarity for the reader.	
Page 194	12.2	Page 212	Proposed that there are some inserts and deletions to the paragraph for clarity for the reader.	

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Page 194	12.3	Page 212	Proposed to remove the word foregoing - insert 12.1 and 12.2 for clarity for referencing purposes. Additionally, panel and O & S Commision removed as it is covered in the phrase Overview and Scrutiny.	
Page 195	12.5	Page 212	Proposed that the word 'normally' removed as this word is ambiguous.	
Page 194	12.8	Page 212	Proposed that 'Cabinet' is inserted and text removed from vi) for clarification. The paragraph has also been amended and put into list format. Additional text has also been added for clarity.	
Petitions				
Page 195	13.2	Page 212	Proposed that the paragraph is split for clarity. Additionally proposed that the last sentence is deleted and the additional paragraph has been inserted to provide clarity and guidance.	
Page 198	16.1 xvi)	Page 215	Proposed that text is inserted for clarification for the reader.	
Motions of Notice				
Page 199	17.1	Page 218	Proposed that paragraphs inserted to provide a clear explanation of motions for readers. Proposed paragraph removed as this has been expanded upon in the aforementioned paragraphs.	

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Page 199	18.1	Page 216	Proposed paragraph deleted and new paragraph added to provide a clear explanation.	
Page 199	18.2	Page 216	Proposed that the sentence is removed as it is not in line with current policy.	
Page 199	18.4	Page 216	Proposed that the paragraph is separated into sections for ease of reading.	
Page 200	18.6.1 V	Page 217	Proposed that 'V.' is removed as it is not another point but additional text.	
Page 200	18.6.2	Page 217	Proposed that the sentence is reworded for clarity for the reader. It is also proposed that the sentence is removed to add clarity to the process and ensure the smooth running of the motion.	
Alteration of Motion				
Page 200	18.7	Page 218	Proposed that headings are added for clarity for the reader.	
Page 201	18.10	Page 218	Proposed that a new iii. is inserted to close the motion as per process and provide clarity on the process.	
Closure of Motion				
Page 202	18.11.3	Page 219	Proposed that 's/he' removed and 'the speaker' inserted to for better understanding.	
Councillor's Conduct				
Page 205	26.1	Page 224	Proposed that the word 'other' removed for grammatical purposes.	
Page 206	26.5	Page 224	Proposed that the paragraph is added for clarification around the general disturbance policy.	

			Proposed that a time frame is inserted.	
N/A	N/A	Page 224	Proposed that new 28.1 is inserted. The text has been inserted for clarification.	
Page 207	30	Page 226	Proposed that vaping is included in the smoking policy to keep in line with current policies.	
Page 207	31	Page 226	Proposed that mobile phones can also be switched off, as well as turned to silent.	
Applications to committees and sub-committees				
Page 208	32.6	Page 229	Proposed that the paragraph is inserted and amended to provide clarity and to reflect procedure.	
Sub-committees				
Page 209	32.9.1 and 32.9.2	Page 229	Proposed that text is added to the paragraph for better understanding and a more detailed explanation.	
Access to information procedure rules				
Page 212	5.1	Page 232	Proposed that text added and amended for clarity for the reader.	
Page 213	6.1 ii)	Page 232	Proposed that the paragraph reworded for better understanding.	
Page 213	7.1 i)	Page 232	Proposed that the working day is inserted for clarity.	
Access to minutes and papers after a meeting				
Page 214	9.1	Page 233	Proposed the deletion of panel and O&S commissions as this is no longer policy.	

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Page 215	10.4	Page 234	Proposed that the paragraph is reworded for clarity and to be kept in line with the current process.	
Meaning of Confidential information				
Page 215	11.2.1 ii)	Page 235	Proposed that additional text added to keep in line with legislation.	
Page 215	11.4.1	Page 235	Proposed that additional text added to keep in line with legislation.	
Page 215	11.5	Page 237	Proposed that not exempt is added to keep in line with legislation.	
Application of Rules to the Executive				
Page 217	12.1	Page 238	Proposed title of 'key decisions' added for clarity purposes.	
Page 223	24.4	Page 244	Proposed that legislation is added.	
			Additional rights of access to documents for Members	
Page 223	24.6	Page 244	Proposed that this text is removed as it is not necessary.	
Budget Policy and Framework				
Page 227	1.	Page 249	Proposed that the title removed as it is not necessary.	
Page 227	2.2 ii)	Page 249	Proposed that 'they' is added for sentence structure and the word 'executive' removed for grammatical purposes.	
Decisions outside the budget or policy framework				

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Page 228	2 viii)	Page 250	Proposed that 'further' is added for clarification around the types of full council meetings.	
Page 228	2 xi)	Page 250	Proposed that the word paragraph is added for clarity as these are not rules.	
Page 228	3.1	Page 250	Proposed that sentence is added for better understanding of the process.	
Page 229	3.2	Page 2451	Proposed that the word paragraph is added for clarity as these are not rules.	
Page 231	7.1	Page 252	Proposed that text is removed as it is not grammatically correct.	
Cabinet Procedure Rules				
Page 233	5	Page 256	Proposed that multiple headings are added for clarity for the reader.	
Page 233	5.4 & 5.5	Page 256	Proposed that these paragraphs are moved for clarity and for structure purposes.	
Questions for Members of the Public				
Page 234	7.1	Page 257	Proposed that scope of questions is added to this section for clarity for the readers on the process.	
Page 234	7.4	Page 258	Proposed that this paragraph is amended to reflect current practice and to provide clarification around the matter.	
Agenda for meetings of the Cabinet, Notice and Summons to the Meeting				
Page 237	13	Page 261	Proposed that additional information is added regarding electronic cigarettes to fit in line with current policy.	
Officer Employment Procedure Rules				

Page 369

Page 312	1.2	Page 351	Proposed that this section is removed as it is not relevant.	
Seeking support for appointment				
Page 312	3	Page 353	From this point on all paragraphs will be one ahead. It is proposed that additional wording is added for clarity and to keep in line with current process.	
Appointment of the Head of the Paid Service				
Page 312	5.1 & 5.2	Page 353	Proposed paragraph added for clarity for the reader.	
Page 312	5.3	Page 353	Proposed to change the word 'committee' to the word 'appointment' to follow policy. This is proposed throughout the section.	
Appointment of Chief Officers				
Page 312	6	Page 354	Proposed to remove the word 'deputy chief officers' to fit in line with current process.	
Page 312	6.4	Page 354	Proposed to remove the word 'deputy chief officers' to fit in line with current process.	
Page 312	6.5 ii)	Page 354	Proposed that this wording is removed as it is not correct with current process.	
Page 313	N/A	Page 354	Proposed that this title is added for clarity and ease of reading.	
Page 313	N/A	Page 354	Proposed that this is added so it is in line with policy.	
Page 313	5.6	Page 354	Proposed that this paragraph is moved so that the structure of the document is improved for clarity.	

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Procedure for the Appointment of Chief Officers				
Page 313	7	Page 355	Proposed to remove the word 'deputy chief officers' to fit in line with current process.	
Page 313	7.1	Page 355	Proposed that this paragraph is deleted as it is incorrect and is not in line with current process.	
Page 313	7.1	Page 355	Proposed that Chief Officer is added for clarity and wording is removed to be in line with current practice.	
Page 314	7 iii)	Page 355	Proposed additional text added for clarification and the 'iv' point moved into this paragraph for clarity.	
Procedure where an objection is received to an appointment				
Page 313	N/A	Page 355	Proposed title added for clarity for the reader.	
Page 313	8 ii)	Page 356	Proposed additional text added into the paragraph for clarification.	
Page 313	8 vii)	Page 356	Proposed that this paragraph is removed to keep in line with current practice.	
Other Appointments				
Page 313	9	Page 356	Proposed additional text added for clarity	
Page 313	9.1	Page 356	Proposed additional text added into the paragraph for clarity.	
Disciplinary Action				
Page 313	10.1 & 10.2	Page 356	Proposed additional text added to provide clarity for the reader and better understanding around the Council's process.	

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Page 315	10.4	Page 356	Proposed additional text added to provide clarity for the reader and the Council's process.	
Page 315	10.6	Page 357	Proposed additional text added to provide clarity for the reader and the Council's process.	
Page 315	10.10	Page 357	Proposed that the words 'independent panel' is removed as this is not in line with the current process. Proposed additional text added into the paragraph for clarification and a clear explanation of the process.	
Page 315	10.12	Page 357	Proposed additional text added into the paragraph for clarification and a clear, detailed explanation of the process.	
Statutory Process relating to the disciplinary / dismissal of Head of Paid Service, Monitoring Officer and Chief Financial Officer.				
Page 315	11	Page 358	Proposed additional text added into the paragraph for clarification of the process.	
Page 315	11.11	Page 358	Proposed that an additional paragraph is added for clarity.	
Page 315	11.16	Page 358	Proposed additional text added into the paragraph for clarification and a clear explanation of the process.	
Page 315	11.18	Page 359	Proposed additional text added into the paragraph for clarity.	
Notice of Dismissal				

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Page 316	12	Page 359	Proposal that a title is added for clarity for the reader.	
Page 316	12.1	Page 359	Proposed text removed as it is not relevant and is not in line with current process.	
Page 316	12.2	Page 359	Proposed add words "Deputy Chief Officer " for clarity	
Page 316	12.3	Page 359	Proposed that additional paragraph is inserted for clarity around the process for the reader.	
Additional Provisions relating to the Director of Public Health				
Page 316	13	Page 359	Proposed that a title is added for ease of reading.	
Involvement of Members in the disciplinary process				
Page 316	14	Page 360	Proposed that a title is added for clarity.	
Page 316	14	Page 360	Proposed that paragraphs relating to members are moved from page 316 to further down in the document for better understanding.	
Page 316	14 (ii)	Page 360	Proposed that the paragraph is removed as this is not in line with current process.	

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- **Proposed Changes Made To Part 5**

Current Constitution Page Numbers	Relevant paragraphs in the Constitution	Pages in the new proposed constitution	Review Comments/reasons	
			Appendix A	
Page 330	N/A	Page 372	Proposed that ‘the Nolan Principle’ is added into the paragraph as this is what the principles are called.	
			Appendix B	
Page 331	N/A	Page 373	Proposed that the word ‘above’ is removed along with a sentence in the paragraph as this can create confusion. Proposed that the paragraph is reworded for clarity and ease of reading.	
			General Obligations of Members	
Page 334	2.1	Page 375	Proposed that ‘Council’s’ code of conduct is changed to ‘Members’ as this is the correct code of conduct for this section. This has been added for clarity.	
Page 335	2.2.9	Page 376	Proposed that wording is removed for paragraph structure for clarity.	
			Relationship between Members and Officers	

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Page 336	3.7	Page 377	Proposed that additional text is added to keep in line with the current process.	
			The Role of Members	
Page 337	4.1.5	Page 378	Proposed that the additional text is added for clarity around the roles.	
			Complaints about officers or services	
Page 341	11.4	Page 382	Proposed that additional text is added for clarity and to provide a link for the reader to find the relevant text. Proposed that the bullet points are also changed to roman numerals for ease of reading and clarity.	
			Member Access to Documents and Information	
Page 342	12.7	Page 383	Proposed that the word 'silent' is replaced with 'blind emails (bcc in an email)' for clarity and bringing it up to date.	
Page 342	12.9	Page 383	Proposed that additional text is inserted to keep in line with the current process.	
Page 342	12.10	Page 384	Proposed that additional text is added to confirm the correct regulations.	

			Proposed that the reference to the Data Protection Act is removed for clarity.	
Licensing Code of Practice. Decision Making – Permitted Considerations				
	8.5	Page 399	Proposed that the last sentence is removed as this is not only the legal advisor that will provide advice.	
Site Visits Protocol				
	9.3	Page 399	Proposed that the wording is changed for clarity. Members would in all likelihood have to make reasonable enquiries about a matter, therefore, the word 'preempt' might be more applicable.	
352	15.2	Page 401	Proposed that additional text is added to the paragraph for clarity.	
Council Petition Scheme				
387	N/A	Page 428	Proposed that introduction text is re organised so that it provides clarification around the process and clarity for the reader. Proposed that links are added for the titles so that the reader can go	

			to the type of petition they require information on.	
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Summary of Proposed Amendments to CSOs - December 2019

Contributors: Rotimi Ajilore, Merle Ferguson, Zainab Jalil, Karen Tait-Lane, Susan Carran, Dawn Cafferty; Patrick Rodger; Sean Eratt.

See marked up copy [Contract Standing Orders_Proposed Revisions 2019](#) for detailed changes.

Current CSO reference	Code	Proposed amendment	Comments
1.5.1 (d)	Text to re-look at	Remove ...”for Services”	Whilst the Social Value Act obligation only relates to Services contracts, the Modern Slavery Act is more widely applicable. Also correct numbering to whole section.
1.6.4	Text to re-look at	Amended to state total contract value to include any extensions	
1.8	Text to re-look at	Amended to clarify responsibility of category lead	
2.1	Text to re-look at	Added “Request for Quotation”	There are 6 procurement routes described, but currently only 5 listed.
2.2	Text to re-look at	Spelt out “Single Tender Action (STA)”	For clarity and ease of understanding.
2.4.1 (Flowchart)	Text to re-look at	Replace CSO flowchart with updated	New version corrects inaccuracies/limitations

		version	for the routes above £100k and use of frameworks. Updated terminology and references to use of ProContract and Privacy Impact Assessment which meet legal obligations.
2.5.3, 2.7.1-11, 5.1.1	Text to re-look at	References to “Procurement Forward Plan” to be updated to “Procurement Pipeline”	Name of the document has been changed to avoid confusion with the Corporate Forward Plan.
2.5.3	Text to re-look at	Replace first sentence with: “For award of contract, the Contracting Officer must complete the required template report.”	Re-ordered sentence for ease of understanding
2.5.3	New inserted text	Add “See Table 1 for a summary of the approval required at each Gateway depending on risk and value”	Table below.
3.2.3	Text to re-look at	Replace “Pre-Qualification Questionnaire (PQQ)” with “Supplier Questionnaire (SQ)”	Updated to reflect terminology of the PCR 2015.
4 (Variations)	Text to re-look at	Replace section - see draft.	Rewrite to simplify and ensure logical order. Additional rule regarding novation/assignment of contracts added. References to “Director, Legal” changed to “Director of Legal and Governance Services” for consistency (amended throughout document).

5.1 (Frameworks)	Text to re-look at	Re-order section to include all instructions for Hackney frameworks at the beginning, followed by use of external frameworks. Add in reference to Dynamic Purchasing Systems.	
5.1.4	Text to re-look at	Create sub bullets for ease of understanding. Amend penultimate sentence to read: "Subsequent use of the approved External Framework Agreement shall be limited to the scope of the business case presented and approved."	Amended to clarify meaning, and address ambiguity regarding approval of call-offs (in particular G cloud).
7	Text to re-look at	Amendments to definitions of Contracting Officer and Contract Manager	Additions to remove ambiguity over responsibility for appointment of these by the Director.

Appendix 2

Members Reference Group

Councillors in attendance - 5th November 2019

1. Cllr Klien
2. Cllr Odze
3. Cllr Sharman
4. Cllr Rathbone
5. Cllr Thomas
6. Cllr Billington
7. Cllr Lynch
8. Cllr Stops
9. Cllr Kennedy
10. Cllr Cameron
11. Cllr Race
12. Deputy Mayor Bramble
13. Cllr Wroutt
14. Cllr Woodley

Councillors in attendance - 12th November 2019

1. Deputy Mayor Bramble
2. Councillor Lynch
3. Councillor Odze
4. Councillor Webb
5. Councillor Sharman

Councillors in attendance – 17th December 2019

1. Deputy Mayor Bramble
2. Councillor Williams
3. Councillor Odze
4. Councillor Webb
5. Councillor Smyth
6. Councillor Billington
7. Councillor Ozen

Councillors in attendance – 6th January 2020

1. Deputy Mayor Bramble
2. Councillor Williams
3. Councillor Snell
4. Councillor Webb
5. Councillor Kennedy
6. Councillor Odze



APPOINTMENTS TO COMMITTEES AND COMMISSIONS

<p>COUNCIL 26 February 2020</p>	<p>CLASSIFICATION: Open</p>
<p>WARD(S) AFFECTED N/A</p>	
<p>CORPORATE DIRECTOR Tim Shields, Chief Executive</p>	

1. Summary:

- 1.1 This report seeks to appoint Cllr Kofo David to the Licensing Committee and to the Health in Hackney Scrutiny Commission for the remainder of the municipal year 2019-2020. The membership of the Health in Hackney Scrutiny Commission was increased in October 2018 from 8 members (7 majority members and 1 opposition member) to 9 members (8 majority group members and 1 opposition group member) and the Commission has been carrying a vacancy since then. The appointment to the Licensing Committee is to fill a vacancy left by a resignation.

2. RECOMMENDATIONS:

- 2.1 It is recommended that Full Council:

- Approves the appointment of Cllr David to the Health in Hackney Scrutiny Commission
- Approves the appointment of Cllr David to the Licensing Committee to fill the current vacancy

3. COMMENTS OF THE GROUP DIRECTOR, FINANCE AND CORPORATE RESOURCES

- 3.1 The costs of member expenses for Committees and Commissions are likely to be small and are provided for within existing budgets

4. COMMENTS OF THE DIRECTOR OF LEGAL

- 4.1 Membership of the Commissions was approved at the Annual General Meeting (AGM) on 23 May 2018. Seats are allocated to these Commissions according to the political proportionality rules as set out in the Local Government and Housing Act 1989 and related Regulations. This places a duty on the Council to proportionally allocate seats to political groups based on their size.
- 4.2 In October 2018 it was agreed to increase the membership on the Health in Hackney Hackney Scrutiny Commission from 8 Members to 9 Members so there will be 8 majority group members and 1 opposition group member. The opposition group position is currently vacant. The increase in membership does not affect the political proportionality.
- 4.3 The appointment of Cllr David Kofo to the Licensing Committee is to fill a vacancy that has arisen due to a resignation. This appointment will bring the Committee back to full complement.

4.4 There are no legal implications arising in this report.

APPENDICES

None

BACKGROUND PAPERS

No background papers have been relied upon the drafting of this report.

Report Author:	Tess Merrett, Governance Services Manager Tess.Merrett@hackney.gov.uk 020 8356 3432
Legal Comments	Dawn Carter McDonald Dawn.CarterMcDonald@hackney.gov.uk 020 8356 6234
Financial Comments	Ian Williams, Group Director Finance and Resources Ian.Williams@hackney.gov.uk 020 8356 3003

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DRAFT PROGRAMME OF MEETINGS FOR THE MUNICIPAL YEAR 2020/2021	
COUNCIL MEETING DATE 26 February 2020	CLASSIFICATION: Open
WARD(S) AFFECTED All	
CHIEF EXECUTIVE Tim Shields	

1. Summary

1.1 In advance of the AGM scheduled for 20 May 2020 at which, in accordance with the Council Procedure Rules set out in Part 4 of the Constitution of the London Borough of Hackney, the AGM of the Council is required to approve a programme of ordinary meetings of the Council for the Municipal Year 2020/2021, the draft programme of meetings is attached to this report for Council to review

1.2 Any comments regarding the meetings should be directed to Governance Services

2. Recommendation:

Council is recommended to:

2.1 Review the draft schedule of meetings and if there are any comments, Members are asked to contact governance services direct.

Appendix 1 – Proposed Programme of Meetings

Tim Shields
Chief Executive

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Programme of Meetings - Municipal Year 2020/2021

Date	Committee	Time
May-20		
20 May 2020	Council AGM & Extraordinary meetings	7.00pm
Jun-20		
01 June 2020	Corporate Committee	6.30pm
01 June 2020	Licensing Committee	7.00pm
02 June 2020	Licensing Sub Committee	2.00pm
03 June 2020	Planning Sub-Committee	6.30pm
04 June 2020	Licensing Sub Committee	2.00pm
08 June 2020	Cabinet Procurement Committee	5.00pm
08 June 2020	Skills Economy and Growth Scrutiny Commission	7.00pm
09 June 2020	Health in Hackney Scrutiny Commission	7.00pm
09 June 2020	Licensing Sub Committee	7.00pm
10 June 2020	Audit Committee	6.30 pm
11 June 2020	Integrated commissioning Board	10.00am
11 June 2020	Licensing Sub Committee	7.00pm
15 June 2020	Children & Young People Scrutiny Commission	7.00pm
17 June 2020	Planning Sub committee pre-app	6.30 pm
18 June 2020	Licensing Sub Committee	2.00pm
22 June 2020	Cabinet	6.00pm
23 June 2020	Living in Hackney Scrutiny Commission	7.00pm
24 June 2020	Pensions Committee	6.30 pm
24 June 2020	Inner North East London Joint Health Overview & Scrutiny	7.00pm
25 June 2020	Corporate Parenting Board	6.30pm
25 June 2020	Licensing Sub Committee	7.00pm
Jul-20		

01 July 2020	Planning Sub-Committee	6.30pm
02 July 2020	Licensing Sub Committee	2.00pm
06 July 2020	Cabinet Procurement Committee	5.00pm
07 July 2020	Licensing Sub Committee	2.00pm
08 July 2020	Health & Well Being Board	4.00pm
09 July 2020	Integrated Commissioning board	10.00 am
09 July 2020	Health in Hackney Scrutiny Commission	7.00pm
09 July 2020	Licensing Sub Committee	7.00pm
13 July 2020	Skills Economy and Growth Scrutiny Commission	7.00pm
14 July 2020	Standards Committee	6.30 pm
14 July 2020	Licensing Sub Committee	7.00pm
15 July 2020	Council	7.00pm
16 July 2020	Licensing Sub Committee	2.00pm
20 July 2020	Cabinet	6.00pm
20 July 2020	Children & Young People Scrutiny Commission	7.00pm
21 July 2020	Licensing Sub Committee	2.00pm
22 July 2020	Living in Hackney Scrutiny Commission	7.00pm
23 July 2020	Scrutiny Panel	7.00pm
23 July 2020	Licensing Sub Committee	7.00pm
	Aug-20	
04 August 2020	Licensing Sub committee	2.00pm
11 August 2020	Licensing Sub Committee	7.00pm
20 August 2020	Licensing Sub-Committee	2.00pm
25 August 2020	Licensing Sub Committee	7.00pm
	Sep-20	
02 September 2020	Planning Sub-Committee	6.30 pm
03 September 2020	Licensing Sub-Committee	2.00pm

07 September 2020	Cabinet Procurement Committee	5.00pm
08 September 2020	Children & Young People Scrutiny Commission	7.00pm
08 September 2020	Licensing Sub-Committee	7.00pm
09 September 2020	Licensing Committee	7.00pm
10 September 2020	Integrated Commissioning Board	10.00 am
10 September 2020	Health & Well Being Board	4.00pm
15 September 2020	Licensing Sub Committee	2.00pm
16 September 2020	Corporate Committee	6.30 pm
17 September 2020	Licensing Sub Committee	2.00pm
23 September 2020	Health in Hackney Scrutiny Commission	7.00pm
24 September 2020	Corporate Parenting Board	6.30pm
24 September 2020	Licensing Sub Committee	7.00pm
29 September 2020	Cabinet	6.00pm
29 September 2020	Skills Economy and Growth Scrutiny Commission	7.00pm
30 September 2020	Inner North East London Joint Health Overview & Scrutiny	7.00pm
30 September 2020	Living in Hackney Scrutiny Commission	7.00pm
	Oct-20	
01 October 2020	Licensing Sub Committee	2.00pm
05 October 2020	Cabinet Procurement Committee	5.00pm
05 October 2020	Scrutiny Panel	7.00pm
06 October 2020	Licensing Sub Committee	2.00pm
07 October 2020	Planning Sub Committee	6.30pm
08 October 2020	Integrated Commissioning Board	10.00 am
08 October 2020	Pensions Committee	6.30pm
08 October 2020	Licensing Sub Committee	7.00pm
12 October 2020	Health in Hackney Scrutiny Commission	7.00pm
13 October 2020	Licensing Sub Committee	7.00pm

14 October 2020	Council	7.00pm
15 October 2020	Licensing Sub Committee	2.00pm
19 October 2020	Cabinet	6.00pm
19 October 2020	Skills Economy and Growth Scrutiny Commission	7.00pm
20 October 2020	Licensing Sub Committee	2.00pm
21 October 2020	Audit Committee	6.30pm
22 October 2020	Licensing Sub Committee	7.00pm
	Nov-20	
02 November 2020	Children & Young People Scrutiny Commission	7.00pm
03 November 2020	Licensing Sub Committee	2.00pm
04 November 2020	Planning Sub Committee	6.30pm
05 November 2020	Licensing Sub Committee	2.00pm
09 November 2020	Cabinet Procurement Committee	5.00pm
09 November 2020	Living in Hackney Scrutiny Commission	7.00pm
19 November 2020	Licensing Sub Committee	7.00pm
11 November 2020	Health & Well Being Board	4.00pm
12 November 2020	Integrated Commissioning Board	10.00am
17 November 2020	Licensing Sub committee	2.00pm
28 November 2020	Pensions Board	10.00am
18 November 2020	Health in Hackney Scrutiny Commission	7.00pm
19 November 2020	Licensing Sub Committee	2.00pm
23 November 2020	Cabinet	6.00pm
23 November 2020	Skills Economy and Growth Scrutiny Commission	7.00pm
24 November 2020	Licensing Sub Committee	7.00pm
25 November 2020	Inner North East London Joint Health Overview & Scrutiny	7.00pm
26 November 2020	Licensing Sub Committee	7.00pm
	Dec-20	

01 December 2020	Licensing Sub Committee	2.00pm
02 December 2020	Planning Sub Committee	6.30 pm
03 December 2020	Licensing Sub Committee	2.00pm
07 December 2020	Cabinet Procurement Committee	5.00pm
07 December 2020	Children & Young People Scrutiny Commission	7.00pm
08 December 2020	Corporate Parenting Board	6.30pm
08 December 2020	Licensing Sub Committee	7.00pm
09 Deember 2020	Licensing Committee	7.00pm
10 December 2020	Integrated Commissioning Board	10.00 am
10 December 2020	Licensing Sub Committee	7.00pm
14 December 2020	Cabinet	6.00pm
14 December 2020	Living in Hackney Scrutiny Commission	7.00pm
15 December 2020	Licensing Sub Committee	2.00pm
16 December 2020	Corporate Committee	6.30 pm
17 December 2020	Licensing Sub Committee	2.00pm
	Jan-21	
05 January 2021	Licensing Sub Committee	2.00pm
06 January 2021	Planning Sub Committee	6.30pm
07 January 2021	Licensing Sub Committee	2.00pm
12 January 2021	Children & Young People Scrutiny Commission	7.00pm
12 January 2021	Licensing Sub Committee	7.00pm
13 January 2021	Audit Committee	6.30 pm
14 January 2021	Integrated Commissioning Board	10.00am
14 January 2021	Pensions Committee	6.30pm
14 January 2021	Licensing Sub Committee	7.00pm
18 January 2021	Cabinet Procurement Committee	5.00pm
18 January 2021	Living in Hackney Scrutiny Commission	7.00pm

19 January 2021	Licensing Sub Committee	2.00pm
20 January 2021	Planning Sub Committee pre app	6.30pm
21 January 2021	Licensing Sub Committee	2.00pm
25 January 2021	Cabinet	6.00pm
25 January 2021	Skills Economy and Growth Scrutiny Commission	7.00pm
26 January 2021	Licensing Sub Committee	7.00pm
27 January 2021	Council	7.00pm
28 January 2021	Health & Well Being Board	4.00pm
28 January 2021	Health in Hackney Scrutiny Commission	7.00pm
Feb-21		
01 February 2021	Scrutiny Panel	7.00pm
02 February 2021	Licensing Sub Committee	2.00pm
03 February 2021	Planning Sub Committee	6.30pm
04 February 2021	Licensing Sub Committee	2.00pm
08 February 2021	Children & Young People Scrutiny Commission	7.00pm
09 February 2021	Licensing Sub Committee	7.00pm
11 February 2021	Integrated Commissioning board	10.00 am
11 February 2021	Living in Hackney Scrutiny Commission	7.00pm
11 February 2021	Licensing Sub Committee	7.00pm
15 February 2021	Cabinet Procurement Committee	5.00pm
16 February 2021	Licensing Sub Committee	2.00pm
17 February 2021	Standards Committee	6.30pm
18 February 2021	Licensing Sub committee	2.00pm
22 February 2021	Cabinet	6.00pm
23 February 2021	Health in Hackney Scrutiny Commission	7.00pm
24 February 2021	Council	7.00pm
Mar-20		

02 March 2021	Licensing Sub-Committee	2.00pm
03 March 2021	Planning Sub-Committee	6.30pm
04 March 2021	Licensing Sub Committee	2.00pm
08 March 2021	Cabinet Procurement Committee	5.00pm
09 March 2021	Corporate Committee	6.30pm
10 March 2021	Skills Economy and Growth Scrutiny Commission	7.00pm
10 March 2021	Licensing Committee	7.00pm
11 March 2021	Integrated Commissioning Board	10.00am
11 March 2021	Corporate Parenting Board	6.30pm
15 March 2021	Pensions Committee	6.30pm
18 March 2021	Licensing Sub Committee	2.00pm
22 March 2021	Cabinet	6.00pm
22 March 2021	Living in Hackney Scrutiny Commission	7.00pm
23 March 2021	Licensing Sub Committee	7.00pm
24 March 2021	Health & Well Being Board	4.00pm
25 March 2021	Licensing Sub Committee	7.00pm
30 March 2021	Licensing Sub Committee	7.00pm
31 March 2021	Health in Hackney Scrutiny Commission	7.00pm
	Apr-21	
06 April 2021	Licensing Sub Committee	2.00pm
07 April 2021	Planning Sub Committee	6.30pm
08 April 2021	Licensing Sub Committee	7.00pm
12 April 2021	Cabinet Procurement Committee	5.00pm
13 April 2021	Licensing Sub Committee	7.00pm
15 April 2021	Licensing Sub Committee	2.00pm
19 April 2021	Skills Economy and Growth Scrutiny Commission	7.00pm
20 April 2021	Licensing Sub Committee	2.00pm

21 April 2021	Audit committee	6.30pm
22 April 2021	Licensing Sub Committee	7.00pm
26 April 2021	Cabinet	6.00pm
26 April 2021	Scrutiny Panel	7.00pm
27 April 2021	Licensing sub Committee	7.00pm
28 April 2021	Children and Young People Scrutiny Commission	7.00pm
	May-21	
04 May 2021	Licensing Sub committee	2.00pm
05 May 2021	Planning Sub Committee	6.30pm
06 May 2021	Licensing Sub committee	2.00pm
10 May 2021	Cabinet Procurement Committee	5.00pm
11 May 2021	Licensing Sub Committee	7.00pm
13 May 2021	Licensing Sub Committee	7.00pm
24 May 2021	Cabinet	6.00pm
26 May 2021	Council	7.00pm