



C O U N C I L

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

Wednesday 28 February 2024 at 7.00 pm
Hackney Town Hall,
Mare Street, London E8 1EA

Live stream link: https://youtube.com/live/QoNC_vb3DSE

Back up link: https://youtube.com/live/mcpouDIw_Qw

Dawn Carter-McDonald
Interim Chief Executive
Published on: 20 February 2024
www.hackney.gov.uk

Contact: Tessa Mitchell
Governance Team Leader
governance@hackney.gov.uk

MEETING OF COUNCIL WEDNESDAY, ORDER OF BUSINESS

1 Apologies for Absence

2 Speaker's Announcements

3 Declarations of Interest

Members are invited to consider the guidance which accompanies this agenda, having particular regard to the restrictions on voting for Members with council tax arrears and make declarations of interests as appropriate.

4 Minutes of the Previous Meeting (Pages 15 - 82)

To consider the minutes of the Extraordinary and Ordinary meetings held on Wednesday 24 January 2024.

5 Deputations

School Exclusions in Hackney

We, members of Hackney REP, a community partnership of local organisations composed of parents, workers, volunteers and young people, want to be listened at Council to share the findings, concerns and ongoing issues related to school exclusions in Hackney that are negatively affecting our children and young people, both educationally and emotionally.

National data for 2021/22 shows 6,495 permanent exclusions, and 578,000 suspensions.

That is 9,414 children and young people either permanently excluded or suspended each school day.

Though Hackney figures have improved, we still rank amongst the top 3 London boroughs with the highest number of exclusions.

Hackney Council has carried out significant reviews on the impact of school exclusions; the December 2021 review agreed for 'greater efforts to be made collectively to identify the well-being needs and safeguarding risks to children who have been excluded from school or have been identified as at risk of exclusion.'

We are here following this recommendation.

Hackney Council committed to Mental Health as a Human Right for all. We see this deputation as the beginning of an urgent, collaborative effort to end

the lifelong educational and mental health impact school exclusion policies have on children and young people.

Deputation Leader: Kay Richardson

Introduced by: Cllr Claudia Turbet-Delof

6 Questions from Members of the Public

A member of the public who lives, works, or studies in the Borough can participate in Full Council meetings by asking a question.

The deadline for questions from members of the public is 12 noon, four clear working days before the meeting (Wednesday,) If you wish to submit a question you can do so by emailing governance@hackney.gov.uk or via the Council's website.

A supplementary agenda setting out any public questions received after the publication of the main agenda will be circulated shortly after this deadline.

7 Questions from Members of the Council

7.1 Cllr Adejare to the Cabinet Member for Finance, Insourcing and Customer Service

Amid the cost of living crisis, the Household Support Fund has allowed us to help our most vulnerable residents. With the government proposing to end this financial lifeline, can the Cabinet member advise on how residents most in need will continue to be supported?

7.2 Cllr Garbett to the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

Given the successful summer Ridley Road Market event, the Council's commitment to an inclusive economy and intention to 'activate' spaces in Dalston, its heritage and the views of residents and traders - will the Council review the Hackney Carnival route to ensure it goes through Ridley Road?

7.3 Cllr Lynch to the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

What was the impact of the Hackney Health and Wellbeing Day, held at the Town Hall in partnership with the Richmond Road Medical Centre and have any lessons been learnt for the future?

7.4 Cllr Garbett to the Mayor

How would five and a half million pounds of cuts to children's and youth services square with the Mayor's manifesto commitment for "a bright future for every child and young person" in Hackney?

7.5 Cllr Suso-Runge to the Deputy Cabinet Member, Private Rented Sector and Affordability

Given the significant pressures renters are experiencing, including unaffordable rents, poor quality homes and illegal evictions, could the Deputy Cabinet Member please provide Council with an update on the progress of the Private Sector Housing Strategy?

7.6 Cllr Garbett to Cabinet Member for Housing Services and Resident Participation

What action does the Council plan to take to account for, and reduce, pay-outs to scaffolding providers incurred because of delays to the start of building works?

7.8 Cllr Walker to the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

With local government budgets pushed to breaking point, this will have a direct knock on effect for many community services. Will the Cabinet Member comment on how more effective partnership and collaboration with the voluntary community sector is being encouraged to ensure services to our most vulnerable residents are protected?

7.9 Cllr Binnie-Lubbock to the Cabinet Member for Climate Change, Environment and Transport

The Cabinet member suggested in public statements and to the scrutiny panel that motorbike parking charges will start at 6p, does he accept that that charge is for bays that don't exist and that no budget has been allocated for installing them?

7.10 Cllr Grace Adebayo to the Deputy Cabinet Member for Housing Needs and Homelessness

Due to the failure of the Government's policy on housing since 2010, we have seen a huge rise in homelessness which has directly affected many families in Hackney. Can the cabinet member update us on what is being done to tackle this crisis?

7.11 Cllr Rathbone to the Deputy Mayor for Delivery, Inclusive Economy & Regeneration

Could the situation be clarified regarding the future of the former Thames Water depot site in Lea Bridge Road which although just over the border in Waltham Forest is of considerable interest and concern from Hackney residents, particularly in Lea Bridge ward?

8 Elected Mayor's Statement

9 Budget and Council Tax Report 2024/25 (Pages 83 - 454)

Report of the Mayor: Enclosed

10 Equality Plan 2024-26 (Pages 455 - 574)

Report of the Cabinet Member for Employment, Human Resources and Equalities: Enclosed

11 Children and Families Service Full Year Update Report to Members 2022/23 (Pages 575 - 662)

Report of the Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care: Enclosed

12 Stamford Hill Area Action Plan (Pages 663 - 800)

Report of the Deputy Mayor and Cabinet Member for Housing Supply, Planning, Culture and Inclusive Economy: Enclosed

13 Pay Policy Statement 2024/25 (Pages 801 - 818)

Report of Cabinet Member for Employment, Human Resources and Equalities: Enclosed

14 Confirmation of Political Proportionality and Appointments to Committees and Commissions (Pages 819 - 828)

Report of the Acting Director of Legal, Governance and Electoral Services: Enclosed

Appendix 2 of the report is to follow.

15 Proposed Calendar of Meetings 2024/25 (Pages 829 - 844)

Report of the Acting Director of Legal, Governance and Electoral Services: Enclosed

16 Motions

16a Green Motion - Reduce Glyphosate to Zero Now

Hackney

Council

notes:

1. The use of herbicides has a significant impact on the environment by removing plants that are an important food source for a wide variety of native insects. Pesticide product mixtures have also been shown to be toxic to bees and earthworms. There is also a risk of runoff from hard surfaces into waterways, putting aquatic ecosystems at risk. We not only face a climate emergency, we also face the related emergency of collapsing biodiversity that is increasingly referred to as the 'sixth mass extinction' (1):
2. That 99% of pesticides are made from fossil fuels (2). Furthermore, pesticides exacerbate the climate emergency throughout their lifecycle via

manufacturing, packaging, transportation, application, and even through environmental degradation and disposal;

3. There is a growing body of scientific evidence showing a link between glyphosate exposure and an increased risk of cancer; the World Health Organisation (WHO) deemed glyphosate a 'probable carcinogen' (3). It has been also shown to worsen chronic conditions such as asthma, and particularly affects children and pregnant people. In addition, it poses a health hazard to workers who spray Hackney's streets.
4. The spraying of glyphosate in Hackney is causing concern among residents and elected representatives about its potential harmful effects on children, animals, wildlife and biodiversity on our streets, housing estates and parks;

The contracting staff who carry out this work need to be protected from harm;

5. The Mayor of London's commitment in the Environment Strategy to "reduce the use of pesticides and peat-based products, such as compost";
6. The work of Transport for London (TfL) with suppliers and contractors to explore safer alternatives such as hot foam, for essential vegetation management and weed control.
7. Glyphosate, the most used herbicide was narrowly relicensed in the EU with the condition that Member States "minimize the use in public spaces, such as parks, public playgrounds and gardens."

Hackney Council further notes:

8. The work of the council to date in reducing the use of glyphosate with a 50% reduction in on-street spraying against 2017 levels.

Hackney Council has demonstrated:

9. A commitment to further reducing spraying across the borough, including a total cessation of spraying in Hackney's Town centres, by removing weeds by hand; a successful year-long pilot for more than 200 out of a total 237 green areas across Hackney's housing estates which will now go glyphosate-free permanently, with an intention to upscale to all estate-based green areas; a change in how the council sprays, from operatives mounted on vehicles to spot-spraying with knapsacks; a no-spray 10x Green area around Daubeney Road to explore whether a no-spray approach is more beneficial to biodiversity by avoiding the removal of plants that support insect populations. These changes have been well received by the public.

The Council acknowledges:

10. Several councils around the country have gone fully glyphosate-free including in London. The London Borough of Hammersmith and Fulham was the first council in London to cease the use of glyphosate, to support biodiversity and protect habitat against any long-term chemical effect by using chemical-free weedkillers, such as hot foam and hot steam. Lambeth and Westminster have also gone pesticide-free and are rolling out programmes for increased biodiversity. Lambeth has a community weeding scheme which encourages residents to leave some annual plants to grow, as well as other initiatives, and

Westminster is developing a new 'Greening Project'.

11. Where there is a duty to eradicate Japanese Knotweed because of risk to critical infrastructure or mobility issues risking residents' safety, then glyphosate may be used until an acceptable non-chemical alternative becomes available. But its use should be limited to stem injection rather than spraying.

The Council resolves to:

12. Educate residents in the way that weeds are actually 'pavement plants' (4) and a much needed source of biodiversity in the city, by maintaining regular communications in all appropriate council forums and on estates, as well as with biodiversity events and workshops for residents if/where financially feasible;
13. Bring forward an action plan which takes into consideration technical and financial concerns and cost-saving opportunities (5), including a timetable for a complete phase-out of the spraying of glyphosate and any other pesticides, substituting them with non-chemical alternative weed management methods including leaving areas for biodiversity in all council operations.
14. Adopt a clear policy for the council's weed management strategy which details a phase-out plan and timetable.
15. To engage with the Pesticide-Free London Leaders Network and use this space to create and keep to a clear phase-out plan, as well as share learnings with other councils in the network.

Proposer: Cllr Alastair Binnie-Lubbock

Seconder: Cllr Zoë Garbett

Sources:

<https://www.bbc.co.uk/news/science-environment-52881831>

<https://www.pan-uk.org/pesticides-and-the-climate-crisis/>

<https://www.iarc.who.int/wp-content/uploads/2018/07/MonographVolume112-1.pdf>

https://issuu.com/pan-uk/docs/greener_cities_-_a_guide_to_our_pavement_plants?fr=sYjY5OTExOTMxNQ

<https://www.pan-uk.org/site/wp-content/uploads/Cost-saving-approaches-to-going-pesticide-free.pdf>

16b Labour Motion - Poverty Reduction and the Local Government Funding

Hackney Council notes:

1. Following the Autumn Statement, Hackney Council's Funding will remain below 2010 levels.
2. The Local Government Association (LGA) estimates that Councils in England face a funding gap of £4 billion.
3. The Institute of Fiscal Studies notes that local government funding in London is 17% lower than the relative need - the largest gap of any region in England.
4. Hackney Council has suffered a decrease in core Government funding in real terms of £156m since 2010.
5. The Household Support Fund (HSF) enabled the council to provide a lifeline to tens of thousands of households in Hackney struggling to afford energy,

- food, clothing and other essentials, particularly the 40% of children living in poverty.
6. The continued calculation of the social care grant using the relative needs formula based on adult need only, fails to provide adequate funding for Hackney with high need for children's social care.
 7. Hackney is carrying a deficit in relation to SEND funding and has one of the largest proportions of Education, Health and Care Plan's in the country.
 8. The funding gap has forced the Council to increase Council tax by the maximum 4.99%.
 9. The Council is honouring the commitment to increase Council tax support for Hackney's low income households and doubling the tax on empty properties.
 10. The council has established a poverty reduction framework working with partners to reduce poverty for Hackney Residents. The framework makes connections between crisis support, early help and prevention and tackling longer term drivers of poverty e.g. unemployment, housing. The framework includes the money hub which has paid out £1.5m in grants and £2.0m in new benefit income to vulnerable residents.
 11. The programme is dependent on HSF and without this funding the programme will be under threat.

Hackney Council further notes:

12. The letter recently sent by the Mayor and the Cabinet Member for Finance to Michael Gove Secretary of State for Levelling Up, Housing and Communities, expressing serious concerns about the inadequacy of Hackney's funding and asking Government to implement a sustainable long term funding solution that takes proper account of current and future needs.

Hackney Council resolves to:

13. Call on the Government to restore the Household Support Fund in advance of the Spring Statement and to guarantee continuation of this funding.
14. Lobby for fair funding for Hackney.
15. Campaign for reform of the method used to allocate social care funding and ensure adequate funding for Hackney's needs.
16. Call for restoration of Hackney's Core Funding to 2010 levels.
17. Call for comprehensive reform of SEND funding and the implementation of a future funding settlement which covers the needs of Hackney residents.
18. Call for Longer-term pooled funding in place of short-term competitive funding pots to prevent councils competing with each other for funding they desperately need.
19. Contact political parties ahead of the general election as to the details of their future plans to stabilise and fix local government finance, and to respond to them with Hackney's requirements.

Proposer: Cllr Margaret Gordon

Seconder: Cllr Sharon Patrick

16c Labour Motion - London Charter to End Rough Sleeping

Hackney Council notes:

1. Despite the Government's commitment in 2019 to end rough sleeping by 2024, estimates show there has been an increase in rough sleeping in all regions of England, with London and the south-east accounting for almost half of the rise.
2. Rough sleeping has increased under this Government, with the number of rough sleepers having increased by 74% since 2010.
3. The most recent annual count by the London-only Combined Homelessness and Information Network (Chain) showed 10,053 rough sleepers spotted on London's streets between April 2022 and March 2023. A total of 4,068 people were counted between July and September 2023 for the most recent quarterly update with half of those new to the streets.
4. The majority of people sleeping rough in England are male, aged over 26 years old and from the UK. Meanwhile the Office for National Statistics found men who are living on the street outnumber women at a ratio of six to one.
5. Women are often missing from rough sleeping counts because they tend to be less visible than male rough sleepers due to the risk of violence on the streets. A coalition of homelessness and women's organisations in London conducted a women's rough sleeping census in October 2022 and found 154 women, including trans and non-binary women, sleeping rough in London in a week. That number was higher than previously thought with an extra 71 women found across 13 London boroughs when the data was compared to the latest official rough sleeping count.
6. The cost of living crisis has exacerbated longstanding drivers of homelessness, such as a shortage of affordable housing, an often punitive welfare system and increasingly stretched health services.
7. Local authorities and homelessness charities state that street homelessness is just the tip of the iceberg and estimate the number of people living without a home is much higher than the figures show, with many people in informal living arrangements such as sofa surfing.
8. The number of households living in temporary accommodation (TA) in England are at an all-time high. As of March 2023, 104,510 households were living in TA, including 65,000 households with children.
9. Over 3,000 households in Hackney were among more than 300,000 nationwide who spent Christmas without a home. In Hackney this includes 3,500 children, and around 50% of TA placements are now outside our borough, severing people from their livelihoods and support networks.
10. Like other local authorities, Hackney has seen a precipitous increase in the number of homelessness applications. The number of households seeking support is up by 44% from 2017/18 to 2021/22. The Council anticipates the number of approaches will continue to increase at around 8% per year.
11. Hackney's Homelessness and Rough Sleeping Strategy, adopted at Cabinet in December, will ensure we strengthen the advice, support and tools available to people at risk of homelessness need, and make sure that no one in Hackney is left facing homelessness alone. This will include maximising access to short and long-term affordable housing, tackling rough sleeping and addressing homelessness among young people in Hackney.

Hackney Council further notes:

12. That the Mayor of London's Rough Sleeping Charter was created by a pan-London coalition working to end rough sleeping, and enshrines principles and

actions needed to tackle the issue; an example of London's commitment to working together to end rough sleeping for good.

13. The Charter sets out six principles for signatories to uphold in their work including:
14. Accepting that whilst people sleeping rough may have problems, they aren't problem people
15. Recognising that everyone rough sleeping is unique, and there should be meaningful options for all, regardless of immigration status
16. Ensuring that people sleeping rough are safe from violence, abuse, theft and discrimination and that they have the full protection of the law
17. The Charter also includes key actions that signatories commit to undertake and support:
18. Acknowledging people when they talk to you or ask you for money, even if you decide you would rather not give it to them directly
19. If you see someone sleeping rough who needs help, let Streetlink London know
20. Volunteer, donate, or support a charity who has joined this pledge

The Council resolves to:

21. Ask the Mayor of Hackney to sign the London Charter to End Rough Sleeping on behalf of Hackney Council.
22. Continue to call on the Government to:
23. Remove the cap on Housing Benefit subsidy for TA, which is currently set at the 2011 Local Housing Allowance rate, to enable local authorities to provide more TA locally.
24. Increase the Homelessness Prevention Grant in 2024-25.
25. Implement an emergency increase in Discretionary Housing Payments in the current financial year.
26. Provide additional grant funding to acquire Private Rented Stock released by landlords (currently 40% of all sales listings in London).
27. Invest in new build affordable housing – bringing London's Affordable Homes Programme target back up to at least 35,000 homes.
28. Increase the 40% cap on the proportion of individual sites that can be funded through Right to Buy receipts and allow boroughs to use receipts in conjunction with grant funding (particularly Affordable Homes Programme grant).
29. Address the financial shortfall created by the 7% rent cap in 2023/24
30. Deliver a long-term rent settlement post-2025 which puts social housing on a sustainable financial footing
31. Fully fund the new Decent Homes Standard and ensure a long-term and more easily accessible funding pot for home retrofit measures.

Proposer: Cllr Sharon Patrick

Seconder: Cllr Joseph Ogundemuren

Sources

<https://www.theguardian.com/society/2023/feb/28/rough-sleeping-in-england-rises-cost-of-living>
<https://cityharvest.org.uk/blog/homelessness-uk-increased-by-74-since-2010/#:~:text=Recent%20statistics%20indicate%20a%2035,ongoing%20challenges%20in%20addressing%20homelessness.>
<https://www.bigissue.com/news/housing/britains-homelessness-shame-cold-hard-facts/>

Dates of Future Meetings

This is the last meeting of Council for the Municipal Year 2023/24. The next meeting will be the Council's Annual Meeting which will be held at 7.00pm on Wednesday, 15 May 2024.

Public Attendance

The Town Hall is open. Information on forthcoming Council meetings can be obtained from the Town Hall Reception.

Members of the public and representatives of the press are entitled to attend Council meetings and remain and hear discussions on matters within the public part of the meeting. They are not, however, entitled to participate in any discussions. Council meetings can also be observed via the live-stream facility, the link for which appears on the agenda front sheet of each committee meeting.

On occasions part of the meeting may be held in private and will not be open to the public. This is if an item being considered is likely to lead to the disclosure of exempt or confidential information in accordance with Schedule 12A of the Local Government Act 1972 (as amended). Reasons for exemption will be specified for each respective agenda item.

For further information, including public participation, please visit our website <https://hackney.gov.uk/menu#get-involved-council-decisions> or contact: governance@hackney.gov.uk

Rights of Press and Public to Report on Meetings

The Openness of Local Government Bodies Regulations 2014 give the public the right to film, record audio, take photographs, and use social media and the internet at meetings to report on any meetings that are open to the public.

By attending a public meeting of the Council, Executive, any committee or sub-committee, any Panel or Commission, or any Board you are agreeing to these guidelines as a whole and in particular the stipulations listed below:

- Anyone planning to record meetings of the Council and its public meetings through any audio, visual or written methods they find appropriate can do so providing they do not disturb the conduct of the meeting;
- You are welcome to attend a public meeting to report proceedings, either in 'real time' or after conclusion of the meeting, on a blog, social networking site, news forum or other online media;
- You may use a laptop, tablet device, smartphone or portable camera to record a written or audio transcript of proceedings during the meeting;
- Facilities within the Town Hall and Council Chamber are limited and recording equipment must be of a reasonable size and nature to be easily accommodated.
- You are asked to contact the Officer whose name appears at the beginning of this Agenda if you have any large or complex recording equipment to see whether this can be accommodated within the existing facilities;
- You must not interrupt proceedings and digital equipment must be set to 'silent' mode;
- You should focus any recording equipment on 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 to respect the wishes of those who do not want to be filmed and photographed may result in the Chair instructing you to cease reporting or recording and you may potentially be excluded from the meeting if you fail to comply;

- Any person whose behaviour threatens to disrupt orderly conduct will be asked to leave;
- Be aware that libellous comments against the council, individual Councillors or officers could result in legal action being taken against you;
- The recorded images must not be edited in a way in which there is a clear aim to distort the truth or misrepresent those taking part in the proceedings;
- Personal attacks of any kind or offensive comments that target or disparage any ethnic, racial, age, religion, gender, sexual orientation or disability status could also result in legal action being taken against you.

Failure to comply with the above requirements may result in the support and assistance of the Council in the recording of proceedings being withdrawn. The Council regards violation of any of the points above as a risk to the orderly conduct of a meeting. The Council therefore reserves the right to exclude any person from the current meeting and refuse entry to any further council meetings, where a breach of these requirements occurs. The Chair of the meeting will ensure that the meeting runs in an effective manner and has the power to ensure that the meeting is not disturbed through the use of flash photography, intrusive camera equipment or the person recording the meeting moving around the room.

Advice to Members on Declaring Interests

If you require advice on declarations of interests, this can be obtained from:

- The Monitoring Officer;
- The Deputy Monitoring Officer; or
- The legal adviser to the meeting.

It is recommended that any advice be sought in advance of, rather than at, the meeting.

Disclosable Pecuniary Interests (DPIs)

You will have a Disclosable Pecuniary Interest (*DPI) if it:

- Relates to your employment, sponsorship, contracts as well as wider financial interests and assets including land, property, licenses and corporate tenancies.
- Relates to an interest which you have registered in that part of the Register of Interests form relating to DPIs as being an interest of you, your spouse or civil partner, or anyone living with you as if they were your spouse or civil partner.
- Relates to an interest which should be registered in that part of the Register of Interests form relating to DPIs, but you have not yet done so.

If you are present at any meeting of the Council and you have a DPI relating to any business that will be considered at the meeting, you **must**:

- Not seek to improperly influence decision-making on that matter;
- Make a verbal declaration of the existence and nature of the DPI at or before the consideration of the item of business or as soon as the interest becomes apparent; and
- Leave the room whilst the matter is under consideration

You **must not**:

- Participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business; or
- Participate in any vote or further vote taken on the matter at the meeting.

If you have obtained a dispensation from the Monitoring Officer or Standards Committee prior to the matter being considered, then you should make a verbal declaration of the existence and nature of the DPI and that you have obtained a dispensation. The dispensation granted will explain the extent to which you are able to participate.

Other Registrable Interests

You will have an 'Other Registrable Interest' (ORI) in a matter if it

- Relates to appointments made by the authority to any outside bodies, membership of: charities, trade unions,, lobbying or campaign groups, voluntary organisations in the borough or governorships at any educational institution within the borough.
- Relates to an interest which you have registered in that part of the Register of Interests form relating to ORIs as being an interest of you, your spouse or civil partner, or anyone living with you as if they were your spouse or civil partner; or
- Relates to an interest which should be registered in that part of the Register of Interests form relating to ORIs, but you have not yet done so.

Where a matter arises at any meeting of the Council which affects a body or organisation you have named in that part of the Register of Interests Form relating to ORIs, **you must** make a verbal declaration of the existence and nature of the DPI at or before the consideration of the item of business or as soon as the interest becomes apparent. **You may** speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

Disclosure of Other Interests

Where a matter arises at any meeting of the Council which **directly relates** to your financial interest or well-being or a financial interest or well-being of a relative or close associate, you **must** disclose the interest. **You may** speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

Where a matter arises at any meeting of the Council which **affects** your financial interest or well-being, or a financial interest or well-being of a relative or close associate to a greater extent than it affects the financial interest or wellbeing of the majority of inhabitants of the ward affected by the decision and a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest, you **must** declare the interest. You **may** only speak on the matter if members of the public are able to speak. Otherwise you must not take part in any discussion or voting on the matter and must not remain in the room unless you have been granted a dispensation.

In all cases, where the Monitoring Officer has agreed that the interest in question is a **sensitive interest**, you do not have to disclose the nature of the interest itself.

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London Borough of Hackney
Full Council Extraordinary Meeting
 Municipal Year 2023/24
 Date of Meeting: **Wednesday, 24 January 2024**

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

<p>Councillors in Attendance:</p>	<p>Cllr Anya Sizer - Speaker of Hackney</p> <p>Elected Mayor, Caroline Woodley.</p> <p>Cllr Kam Adams, Cllr Grace Adebayo, Cllr Frank Baffour, Cllr Alastair Binnie-Lubbock, Deputy Mayor Anntoinette Bramble, Cllr Robert Chapman, Cllr Mete Coban, Cllr Sophie Conway (late), Cllr Michael Desmond, Cllr Sade Etti, Cllr Susan Fajana-Thomas, Cllr Zoë Garbett, Cllr Margaret Gordon, Cllr Ben Hayhurst (late), Cllr Clare Joseph (late), Cllr Christopher Kennedy, Cllr Benzion Papier (late), Cllr Lee Laudat-Scott, Cllr Richard Lufkin, Cllr Yvonne Maxwell, Cllr Clayeon McKenzie, Cllr Sem Moema, Cllr Jon Narcross, Deputy Mayor Nicholson, Cllr Joseph Ogundemuren, Cllr Deniz Oguzkanli, Cllr Sam Pallis, Cllr Sharon Patrick, Cllr Clare Potter, Cllr Fliss Premru, Cllr Ian Rathbone, Cllr Ali Sadek (late), Cllr Caroline Selman, Cllr Gilbert Smyth, Cllr Sheila Suso-Runge, Cllr Lynne Troughton, Cllr Joe Walker, Cllr Jessica Webb, Cllr Carol Williams and Cllr Sarah Young</p>
<p>Apologies for Absence:</p> <p>Apologies for Lateness:</p>	<p>Cllr Soraya Adejare, Cllr Polly Billington, Cllr Humaira Garasia, Cllr Eluzer Goldberg, Cllr M Can Ozsen, Cllr Midnight Ross, Cllr Ifraax Samatar (dispensation), Cllr Penny Wrout,</p> <p>Cllr Sophie Conway and Cllr Steve Race</p>
<p>Absent</p>	<p>Cllr Levy, Cllr Simche Steinberger, Cllr Shaul Krautwirt, Cllr Hershy Lisser, Cllr Ian Sharer</p>
<p>Invited</p>	<p>Mr John Henderson</p>
<p>Officer Contact:</p>	<p>Tessa Mitchell, Governance Team Leader governance@hackney.gov.uk</p>

Councillor Sizer [Speaker] in the Chair

1. Apologies for Absence

- 1.1 Apologies for absence were received from Councillors Adejare, Billington, Garasia, Goldberg, Ozsen, Ross, Samatar (dispensation), Troughton and Wrout.
- 1.2 Apologies for lateness were received from Councillors Conway and Race.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. Independent Governance Review

Ms Dawn Carter-McDonald, Interim Chief Executive, introduced Mr John Henderson and explained that the purpose of the extraordinary meeting is to present on the outcome of Mr Henderson's non-statutory Independent Governance Review following the conviction and sentencing of former Councillor Tom Dewey and the subsequent resignation of former Mayor Philip Glanville.

Mr Henderson thanked Madam Speaker and Ms Carter-McDonald for the opportunity to conduct the investigation and listen to members. In his introduction, Mr Henderson made the following remarks:

- 3.1 He expressed his gratitude to all Elected Members past and present for their candid approach and self awareness during the interviews. Mr Henderson also thanked the editor and staff of the Hackney Citizen for their assistance in providing access to articles on the matter. Mr Henderson confirmed that former Mayor Glanville and Mr Dewey did not respond to the invitation to be interviewed.
- 3.2 The Terms of Reference for the investigation were extended with respect to the time frame for the investigation, given the political and public discussions outside the initial period from Friday 13 May to Monday 16 May 2022. It was therefore decided to include all of Mr Dewey's time with the Council and up to Mr Glanville's resignation in September 2023.
- 3.3 The Terms of Reference was also extended to interview all of the Group Leaders within the Borough including some additional Elected Members.

The Findings:

- 3.4 Mr Henderson reported that the two main overriding issues from Members were questioning how Mr Dewey became a candidate and the blurring of lines

between officers and members of the Council. It is recommended in the report that political groups take a closer look at the motivations of candidates.

- 3.5 In his remarks, Mr Henderson stated that he did not think there is a widespread problem within the Council but more of a localised issue.

Questions:

Following Mr Henderson's introduction, questions were received from Cllr Binnie-Lubbock, Cllr Ozgunkanli, Cllr Garbett, Cllr Premru, Cllr Gordon, Cllr Maxwell and Deputy Mayor Bramble. Mr Henderson's response is summarised as follows:-

- 3.6 Mr Dewey did not become a member of Hackney Council until after he was elected, therefore the National Crime Agency had no requirement to inform the Council. Anything that happened on the campaign trail is outside of this scope of the investigation. Mr Henderson went on to state that until Mr Dewey had been elected there was no responsibility for the Council. Officers received notification from the National Crime Agency for the first time on Friday 13 May 2022 and did all that they could at the time.
- 3.7 Mr Henderson explained that as part of his investigation, he went through events in considerable detail with the former Chief Executive, Mark Carroll at the time and with Monitoring Officer. Mr Henderson could not see how they could have handled events any better. He added that it was fortunate as a Council that Mr Dewey opted to resign and that he was offered support. Mr Henderson commended the Council's officers as having done a good job.
- 3.8 It is confirmed that there was only one working week between Mr Dewey being declared as a councillor and the National Crime Agency having done all of the information governance then subsequently getting in touch with the Council. Mr Henderson added that Metropolitan Police carries out arrests just shy of 100,000 people per year. On Friday 5 May 2022, elections were held nationally with 7,080 councillors being elected.
- 3.9 There are sensitive areas in terms of the rights of a person to be innocent until proven guilty therefore, the conversation that Mr Carroll and Ms Carter-McDonald had with Mr Dewey on Monday 16 May 2022 was a sensitive matter to get to the right outcome.
- 3.10 In response to questions about relationships between members and officers, Mr Henderson stated that culture comes from the top. He commented on his conversations with Mayor Woodley and Ms Carter-McDonald and that they are committed to ensuring that there is an appropriate culture between officers and members.
- 3.11 Mr Henderson confirmed that Mr Mark Carroll telephoned Mr Glanville on morning of Saturday 14 May and fully briefed him on what had happened. In that conversation Mr Glanville referenced the Eurovision party and Mr Carroll advised him to cancel.
- 3.12 Mr Henderson did not speak with Mr Dewey. In Mr Henderson's view, Mr Dewey's acts targeted a place where he was going to launch his political career. It was isolated in terms of the personnel involved.

- 3.13 In response to questions about sharing the Terms of Reference and interview notes, Mr Henderson deferred to Ms Carter-McDonald but stated that he did not take verbatim notes and all notes were shared with everyone he spoke with.
- 3.14 Mr Henderson confirmed that every step of the timeline put together was followed to the letter. With reference to DBS checks, there is discussion at Central government for all councillors depending on committees and commissions they might fill. The process is retrospective and negative for vetting because you are innocent until proven guilty. Mr Dewey's bail conditions for example is not the business of the Council but it was decisive in swinging Mr Dewey's decision at the time.
- 3.15 In response to the question on cost of elections, Ms Carter-McDonald stated that she will need to liaise with colleagues and will provide the information in due course.
- 3.16 Ms Carter-McDonald also stated that the redacted Terms of Reference will be shared with members along with a list of the participants and confirmed that the notes taken by Mr Henderson will not be shared.
- 3.17 It was noted that Mr Henderson will also be attending Scrutiny Panel at 7pm on Tuesday 30 January 2024.

Mayor Woodley thanked Mr Henderson for his undertaking of the investigation in an efficient manner and in a professional way to close the discussion as best we could. Mayor Woodley stated that she has every confidence in members and officers that work continues in a professional manner. The Mayor also thanked Deputy Mayor Bramble for her support.

In closing, Madam Speaker also relayed her thanks for the thorough report and contributions to the discussions.

RESOLVED:

To note the contents of the report and the recommendations.

Actions for the Interim Chief Executive

- (i) Circulate redacted Terms of Reference (enclosed)
- (ii) Circulate list of participants (enclosed)

Additional documents appended

- (iii) Whistleblowing Policy (enclosed)
- (iv) Employee Code of Conduct (enclosed)

Close of meeting.

Duration of Meeting - 5:00 - 5:37pm

Chair of the meeting
Cllr Anya Sizer
Speaker of the London Borough of Hackney 2023/24

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Councillors in Attendance:	<p>Cllr Anya Sizer - Speaker of Hackney</p> <p>Elected Mayor, Caroline Woodley.</p> <p>Cllr Kam Adams, Cllr Grace Adebayo, Cllr Frank Baffour, Cllr Alastair Binnie-Lubbock, Deputy Mayor Anntoinette Bramble, Cllr Robert Chapman, Cllr Mete Coban, Cllr Sophie Conway (late), Cllr Michael Desmond, Cllr Sade Etti, Cllr Susan Fajana-Thomas, Cllr Zoë Garbett, Cllr Margaret Gordon, Cllr Ben Hayhurst (late), Cllr Clare Joseph (late), Cllr Christopher Kennedy, Cllr Shaul Krautwirt, Cllr Laudat-Scott, Cllr Hershy Lisser, Cllr Richard Lufkin, Cllr Yvonne Maxwell, Cllr Clayeon McKenzie, Cllr Sem Moema, Cllr Jon Narcross, Deputy Mayor Nicholson, Cllr Joseph Ogundemuren, Cllr Deniz Oguzkanli, Cllr Sam Pallis, Cllr Benzion Papier (late), Cllr Sharon Patrick, Cllr Clare Potter, Cllr Fliss Premru, Cllr Steve Race (late), Cllr Ian Rathbone, Cllr Ali Sadek, Cllr Caroline Selman, Cllr Ian Sharer, Cllr Gilbert Smyth, Cllr Simche Steinberger, Cllr Sheila Suso-Runge, Cllr Lynne Troughton, Cllr Joe Walker, Cllr Jessica Webb, Cllr Carol Williams and Cllr Sarah Young</p>
Apologies for Absence: Apologies for Lateness:	<p>Cllr Soraya Adejare, Cllr Polly Billington, Cllr Humaira Garasia, Cllr Eluzer Goldberg, Cllr M Can Ozsen, Cllr Midnight Ross, Cllr Ifraax Samatar (dispensation), Cllr Penny Wrouth,</p> <p>Cllr Sophie Conway and Cllr Steve Race</p>
Absent	<p>Cllr Michael Levy</p>
Officer Contact:	<p>Natalie Williams, Senior Governance Officer governance@hackney.gov.uk</p>

Councillor Sizer [Speaker] in the Chair

1. Apologies for Absence

- 1.1 Apologies for absence were received from Councillors Adejare, Billington, Garasia, Goldberg, Ozsen, Ross, Samatar (dispensation) and Wrout.
- 1.2 Apologies for lateness were received from Councillors Conway and Race

2. Speaker's Announcements

- 2.1 The Speaker informed the Council of recent civic events and projects which she had supported since the last Council meeting, which included:

- A Chanukah service and lighting of the menorah.
- Turning on the Christmas lights in the Town Hall Square and attending pantomime at Hackney Empire as well as other pantomimes and concerts across the borough.
- The Salvation Army Christmas meal and community projects.
- Breakfast with ex-servicemen.
- Carols in Broadway Market.
- Welcoming several school groups as well as many community groups to the Speaker's Parlour.
- The Winter Toy Appeal.
- Hosting the Merry Cheesemas event in the Assembly Halls.
- Meeting Emdad Rahman from the Book Bike Project, who had set up a homeless book club. and delivered over 20,000 free books on his bike.

Forthcoming events for which tickets could be purchased via the Speaker's Office included:

- 'Bright Art, Healthy Minds' variety show at Hoxton Hall.
- A comedy evening at the Moth Club.
- The annual De Beauvoir dinner.

- 2.2 The Speaker thanked all staff that assisted in citizenship ceremonies and events hosted on Council premises. Concluding, she welcomed the Jo Cox Foundation's report on civility in politics, which highlighted both the problems and also suggestions on how politics could become a more welcoming and inclusive place in which to serve.

3. Declarations of Interest

- 3.1 There were no declarations of interest.

4. Minutes of the Previous Meeting

RESOLVED: That the minutes of the previous meeting of Council held on 29 November 2023 be agreed as a true and accurate record of proceedings.

5. Cazenove Ward By-Election Results

- 5.1 The Speaker congratulated and welcomed to the Chamber Conservative Cllr Ian Sharer, who had been elected to the Cazenove Ward following the by-election held on 18 January 2024

RESOLVED: To note the election results as set out at Appendix 1 of the report

6. Questions from Members of the Public

- 6.1 To the Cabinet Member for Community Safety and Regulatory Services from Kofo David

Has there been an increase in Hate Crime, Anti-Semitism or Islamophobia within the borough since the Israel and Gaza conflict and how is the Council dealing with it?

Response from the Cabinet Member for Community Safety and Regulatory Services

Cllr Fajana-Thomas noted the conflict in Gaza had touched residents in Hackney and deepest sympathies were conveyed to all those affected. The national counter terrorist threat level remained substantial which meant an attack was likely in the UK. This category remained unchanged since before the Hamas and Israeli conflict.

Since 7th October 2023, London and Hackney had seen an increase in reported hate crimes for antisemitism and to a lesser extent Islamophobia with community tensions in both communities moderately heightened. Thanks were expressed to the wider community and faith communities across the borough who had worked together throughout this time in support of community cohesion. During December 2023, the number of reported antisemitic and Islamophobia incidents had started to reduce, however, it was noted that the incidents had remained higher than in previous years.

The Council prioritised maintaining social cohesion and had undertaken a number of activities to support this objective. This included: the relaunch of the No Place for Hate campaign which was attended by Mayor Woodley, the Chief Executive, faith groups and the wider community standing in solidarity with affected communities. Additionally, No Place for Hate posters had been installed around the borough. The Council and the police had held weekly meetings with community leaders from the Jewish community and responded to their feedback. Subsequently there were 250 council enforcement patrol hours around schools and synagogues since the beginning of the conflict, 2 sergeants and 12 constables dedicated daily, to Stamford Hill and Upper Clapton areas to respond quickly to reports of antisemitism and Islamophobia.

The police had set up a Hate Crime Response Unit in the Borough Command Unit (BCU), and officers from the Community Safety Team had been included in Jewish WhatsApp forums helping to dispel rumours and offer support and reassurance. The Council had regular contact with mosques across Hackney and had provided them with a named community safety contact that ensured a fast response to concerns raised. Weekly meetings in conjunction with the police had been offered to Muslim community representatives and low key patrols had been provided. The CCTV team had supported police investigations into hate crime incidents and in December an individual had been charged with an offence.

Supplementary Question:

Has the Council set out specific funds for these projects?

Cllr Fajana-Thomas noted that the costs for activities were contained within the Community Safety budget.

6.2 To the Mayor from Heather Mendick

As a Jewish resident I am appalled by the actions of Israel and I want to see Hackney's twinning with Haifa ended. How would the Mayor explain the Council's failure to do this?

Response from the Deputy Mayor and Cabinet Member for Delivery, Inclusive Economy and Regeneration

Deputy Mayor Nicholson noted Councillors present in the Chamber who had been past Speakers and had led on twinning initiatives which had built strong working relationships with Haifa. It was noted that twinning was non-political, non-sectarian, and inter-faith. The relationship with Haifa started in 1968 and had, for 30 years, been a relationship based on knowledge, experience and practices in healthcare between the Homerton Hospital and the Rambam Hospital in Haifa. This relationship included exchanges between nurses and practitioners from both hospitals and it was considered important these relationships had been maintained even through the current challenging times. Haifa and Hackney had diverse progressive communities that had brought friendship through healthcare. The relationship with hospitals in St George's Grenada was noted which had built collaborative relationships for people in both communities.

A supplementary question was asked which was disallowed by the Speaker as it had not arisen from the original question. The Speaker asked if there was a question that related to the original question. There followed a disturbance from public attendees. Having given warnings, the Speaker notified the Chamber that the meeting was to be adjourned and the public gallery cleared in accordance with Council Procedure Rules.

Meeting adjourned at 19.26

Meeting resumed at 19.35

6.3 To the Cabinet Member for Climate Change, Environment and Transport from Ruth Jenkins

Would the Council act to safeguard children of Southwold Primary School and park users, as parents have repeatedly requested over at least 5 years, by either installing a zebra crossing between Millfields Park North across Southwold Road towards the school, or putting in place a school crossing patrol / lollipop person?

Response from the Cabinet Member for Climate Change, Environment and Transport

Cllr Coban explained that the safety of children was a priority of the Council. Hackney Council had the most ambitious School Streets programme in London. Three programmes had been launched this week. Safety was an overarching theme that was taken into account in every decision taken that affected residents. Officers had met with residents and Cllr Rathbone to discuss the need for a crossing at this junction. Officers had undertaken a full assessment to identify the crossing needs and the traffic surveys in January 2023 had indicated that a crossing was not required at this location. Councillors recognised residents' concerns and had continued to engage with them to identify funding for a scheme at this location.

Supplementary Question:

How many primary schools in Hackney have neither a school zebra crossing or school crossing patrol to ensure safety?

Cllr Coban indicated that the Council had undertaken a wider study of child safety in schools as part of the Low Traffic Neighbourhood implementation plan. Data that outlined measures to help keep children safe was available to be shared and noted that he wanted to work with the resident going forward.

The Speaker noted that the questions submitted at 6.4, 6.5 and 6.6 had requested the responses be read in their absence.

6.4 To the Cabinet Member for Climate Change, Environment and Transport from Theo Hinton-Hallows

As an alumni of Hackney New School, I would like to know why the Council is prioritising car parking over providing children with safe means to cycle to school by not choosing option 2 for the Downham Road redesign, despite the Council's commitment to reducing car use in the borough?

Response from the Cabinet Member for Climate Change, Environment and Transport

Cllr Coban noted the Council had launched the 51st School Streets initiative at Hackney New Primary School this week and acknowledged the importance of providing safe conditions for cycling. The Council had ambitious plans to further improve cycling which was detailed in the local implementation plan published in January 2023. This included Cycleway 23 that runs across the

borough from Lea Bridge to Dalston and was due for completion this year. The Council had recently consulted on 2 options for Downham Road and held 2 engagement events before the formal consultation with the local community. Independent consultants had been commissioned to provide analysis of the options and indicated that option 1, which had not proposed segregated cycle tracks, provided marginally improved benefits. This option had also been the preferred option by people attending the engagement events prior to formal consultation. Option 1 provided a better sense of place and also provided safe cycling conditions. A final decision on the scheme had not yet been made and was anticipated by the end of May 2024.

6.5 To the Cabinet Member for Housing Services and Resident Participation from Leslie-Ann Saunders

Can the Cabinet Member for Housing please provide an update to the achievements and outputs of the Better Homes Partnership over the past 12 months and its plans for the next year?

Response from the Deputy Cabinet Member for Private Rented Sector and Housing Affordability

Noting the shared responsibility with Cllr Etti, Cllr Moema advised that the Better Homes Partnership operated as the forum for housing associations and Registered Partner organisations (RPs) in Hackney. It was designed as a networking forum that discussed strategic issues and was chaired by the RPs. Historically there had been 2 sub-groups in the Partnership; the Development Sub-Group and the Management Sub-Group. The Development Sub-Group discussed housing development and supply, sites of opportunity and planning matters and the Management Sub-Group discussed matters related to housing management.

It was noted that the partnership was not a Hackney Council forum and had not enforced or overseen matters related to contracts, performance, or casework. Annual one-to-one meetings had been held between the Mayor of Hackney and the Chief Executives of the RPs to discuss strategic items such as damp and mould, repairs, funding and development opportunities, and fire safety casework. The partnership had not set group outputs, monitored performance, or made comparisons. Discussions over the past year had focused on damp and mould, fire safety, domestic abuse, and the cost of living crisis and the support available to tenants and leaseholders.

A review of the Hackney Housing Association Compact was on the agenda this year. The Compact held together the approach to partnership working. It was proposed that the Better Homes Partnership was relaunched as a physical meeting in Spring 2024 with the terms of reference, the future of the sub-groups, and the agenda for the coming year to be discussed.

6.6 To the Cabinet Member for Climate Change, Environment and Transport from Ifeoma Mkparu

Please could you explain why the recycling bins, located opposite St. Mary's of Eton Church, Eastway E9 have been removed and what the Council's plans are

to combat the continued dumping of rubbish within the vicinity and nearby estate?

Response from the Cabinet Member for Climate Change, Environment and Transport

Cllr Coban noted the bins were part of the public recycling sites designed to be used by all residents to recycle a range of items in different bins which included recycled electrical items, textiles, and dry mixed recycling. The bins faced repeated misuse and often contained wrong items which hindered the recycling process. The electrical recycle bin was removed in July 2022 and the recycling bins moved to Lavington Close. The move resulted in continued misuse of the bins with regular dumping of items. The bin for dry mixed recycling was removed in November 2023. The textile bin was generally used correctly and remained at the Eastway location.

Eastway was cleared of rubbish dumped in the area on a daily basis and officers had been asked to contact Metropolitan Housing who had responsibility for removing dumped items on the estate. Residents continued to receive household recycling services and recycling dry mixed items was available from home. The Council maintained over 70 public recycling sites that had over 130 bins with 18 sites available for recycled electrical items. The Eastway textile bin was to be monitored for fly-tipping over the next few weeks. Alternative locations may be considered if the textile bin attracted dumping. Residents were encouraged to report dumped residential rubbish to the Council through the [Council Report a Problem page](#) on the Council website or the Fix My Street App. The Council considered fly-tipping a serious issue and a team monitored hotspots, followed up on complaints raised and undertook enforcement action when necessary.

7. Questions from Members of the Council

The Speaker noted that the Monitoring Officer had advised that question 7.1 had been withdrawn as there was a current live planning application with respect to the site accommodated by Kidzmania.

7.2 From Cllr Patrick to the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

Following years of Tory cuts on Adult Social Care and an increase in demand, can the Cabinet Member give examples of the challenges the Council is facing because of this, highlighting the overall effect of the past 13 years?

Response from the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

Cllr Kennedy explained that several councils across the country had issued S114 Notices, which effectively declared authorities bankrupt; all authorities had cited Adult Social Care (ASC) cost pressures as one reason for issuing the Notice. The ASC pressures had been as a result of many factors which included people living longer, more complex needs, and increased unit costs per patient. The average weekly cost of a week in a nursing home had risen from £766 in 2019/20 to £1,172 4 years later, an increase of over 50%.

In addition, the Council had lost 40% of central government funding since 2010 and government funding had moved to one-off payments with no guarantee of continued funding year-on-year. Funding available was insufficient to bridge the gap in funding required.

7.3 From Cllr Garbett to the Cabinet Member For Employment, Human Resources and Equalities

The UK has some of the longest working hours in Europe but one of the least productive economies. Does the administration agree with the data that suggests a four-day, 32 hour working week with no loss of pay would benefit Hackney Council, its employees, our local economy, society and environment?

Response from Cabinet Member for Employment, Human Resources and Equalities

Cllr Williams noted the Council aspired to be an employer of choice with established procedures for flexible working requests which included compressed hours, hybrid working, and term time only working, regardless of the length of service. The policies included statutory safeguards such as a robust reason required to decline requests for flexible working and for decisions within a reasonable timescale.

There had been significant changes in working patterns since the pandemic. Staff working from home one day a week or more increased from 30% to 81% over the last 5 years. The Council had no plans to undertake trials of a four day working week in the Council. The Council had participated in the Timewise Fair and Flexible Council Programme that supported flexible working..

The Council had currently undertaken an engagement survey with staff to reflect on what worked well and what improvements had to be made to support staff.

Supplementary Question:

Would the Cabinet Member agree for the appropriate Cabinet Member and senior officers to meet with the 4 Day Working Week campaign group to explore how the four day working week would benefit the Council and taxpayer.

Cllr Williams advised that advice was taken from employment law professionals. It was important to ensure best service delivery to residents. As a result, she was reluctant to consider any changes and did not accept the request.

7.4 From Cllr Lufkin to the Cabinet Member for Climate Change, Environment and Transport

The Council's Community Energy Fund has initiated the second round of funding to assist community organisations transition to net zero. Could the Cabinet Member confirm how community energy aligns with the overall energy and environmental objectives of the borough?

Response from the Cabinet Member for Climate Change, Environment and Transport

Cllr Coban noted that clean solar energy that had cut bills for local community organisations had happened in Hackney. It was important that overall energy and environmental objectives not be seen in isolation and it was noted the significant economic opportunities a positive environmental agenda unlocked. London had responded to the climate emergency and had increased community energy across the capital. Community Energy London had pledged 1000 projects in the next few years and Hackney Council had committed to 50 projects with 30 initiatives achieved so far.

It was noted that community groups often look to the Council for support, advice, and collaboration. The Council had hosted a meeting that brought together a range of different organisations to take action on what could be achieved. The Council had control of 45% of the borough emissions and recognised the need to strategise with local organisations and businesses to achieve the Council's net zero ambitions. As part of this approach, the Council proposed to bring forward a net zero partnership with local organisations and businesses.

Hackney Light and Power Community Energy Fund had accelerated the development of community-led energy and carbon reduction projects and had been recognised in the UK as a leader in this work. The role of the local authority had been critical to the success of developing community energy projects. The Community Energy Fund had also unlocked other funding opportunities which brought additional capital funding to the borough. The first round of the Community Energy Fund delivered a range of projects at Hackney Empire, Mildmay Club, and Parkwood Primary School which provided funding for solar panels.

A key metric for successful projects was the lifetime carbon saving which the measures achieved. Cllr Coban noted a residential solar power proposal had been agreed at Cabinet earlier that week which provided for support to 500 council properties across the borough which helped reduce tenants bills and created jobs.

Supplementary Question:

How is Hackney doing in relation to other boroughs?

Cllr Coban noted that Hackney is one of few boroughs in London with a community energy fund. He reported that he had attended the Greater London Authority (GLA) Environment Committee this week and the GLA had visited the Leaside Trust to see the solar panel installation funded by the London Legacy Development Corporation (LLDC). It was noted that Hackney was recognised at a national level in leading on community energy.

7.5 From Cllr Binnie-Lubbock to the Cabinet Member for Community Safety and Regulatory Services

Following several incidents of serious violence and tragic fatalities in the borough over the last months, what measures are the Council and its partners

taking to ensure residents feel safe?

Response from the Cabinet Member for Community Safety and Regulatory Services

Cllr Fajana Thomas offered condolences to the families and loved one of the victims, following three unconnected murders in the borough in December 2023. The Council had supported the police through CCTV with their investigations and suspects for each of the three murders had been charged and remanded into custody.

Cllr Fajana-Thomas informed the Chamber that the Council was due to implement the Serious Violence Duty Strategy 2024-2027 which included analysis that identified trends and patterns in serious violence and informed the community safety partnership response. A Serious Violence Action Plan, to be published in February 2024, brought together all the commitments which included support for survivors of violence against women and girls and hate crime. In addition, the Council worked with the police and the Public Health Team and had increased patrols in communities affected by the tragic events. It was reported that a temporary CCTV camera was installed in one of the areas and Cllr Fajana-Thomas had sent letters of reassurance to residents in the affected areas. The Community Safety Team, police, Ward Councillors, and residents held a meeting this week, linked to one of the murders, and heard concerns and worked to develop a multi-agency action plan.

The Council had the Violence Against Women and Girls Strategy (VAWG), with action plans, to address domestic violence. The Community Gangs Team had undertaken initiatives, with young people at risk from gang exploitation. The team had raised funds and refurbished 2 football pitches in known gang territories. These pitches, with support from Arsenal FC and Orient FC, provided regular coaching sessions free to users. Training was underway for care home supervisors in 40 homes which helped to identify gang issues. Three knife bins had been deployed around the borough that had resulted in the recovery of 180 weapons. The team had worked with DWP and the Youth Offending Team (YOT) to promote vulnerable young people into education, training and employment. The team had negotiated short term truces between gangs in the borough.

Through the Hackney Nights initiative there had been reductions in serious violence in the Shoreditch night time economy. There had been a marginal increase of 0.5% in violence with injury in Hackney over the last year, however, the commitment from community safety partners through the Serious Violence Duty Strategy was anticipated to make a positive difference to make Hackney safer.

Supplementary Question:

Does the current investment in violence prevention represent good value for money and where is further investment needed?

Cllr Fajana-Thomas was confident that the Community Gangs Team and Young Hackney provided value for money. Hackney had seen a reduction in crime across all measures before the incidents in December 2023 which was due to

the work of the teams. The Community Gangs Team had a model that was promoted to other boroughs by the Metropolitan Police and the Greater London Assembly Violence Reduction Unit. Hackney used the public health model to respond to youth violence working in educational and youth settings and with parents. This approach had worked whilst it was noted that more had to, and was being done.

7.6 From Cllr Laudat-Scott to the Cabinet Member for Employment, Human Resources and Equalities

Does the Council have plans to transition from celebrating Black History Season to integrating Black history consistently into the year-round curriculum, events, and discussions, emphasising the importance of recognising Black contributions and experiences throughout the year?

Response from the Cabinet Member for Employment, Human Resources and Equalities

Cllr Williams noted the Council had marked Black History Month in October. For the past 10 years the Council had Black History Season which extended to include September, November and December. This year the Council had moved to Black History 365 with year round events in schools and Hackney Museums aimed at everyone in the community to celebrate Hackney's diverse cultures.

Hackney was proud to be home for many African and African Caribbean communities and outside the dedicated season; departments across the Council acknowledged the heritage, culture and creativity of these communities. The Culture, Libraries, and Heritage Teams hosted a programme of activities which last year included the Windrush Generations Festival.

Hackney schools had the diverse curriculum named 'The Black Contribution' curated by Hackney teachers which provided teaching resources for different age ranges including early years. Education was a core function of Hackney Museum which had a schools programme designed to be inclusive with diverse histories. The Black History collections had been the most popular schools programme and thousands of pupils visited each year.

Hackney Archives Team actively collected materials, including photographs, oral histories, and personal objects, since the 1990s. The Council had addressed underrepresentation of African and African Caribbean communities in the public realm and the Culture Team had led nationally significant projects that included the installation of the Windrush Sculptures.

Cllr Williams thanked all the teams that supported the work which acknowledged African and African Caribbean culture and history. She also thanked Mayor Woodley who had agreed to embed Black History into a 365 days a year programme

The Speaker noted that the meeting had come to the end of the 30 minutes allocated time frame and those questions that had not been answered, 7.7, 7.8, 7.9, 7.10, 7.11, and 7.12, would receive a written response included at **Appendix A**

8. Elected Mayor's Statement

- 8.1 Mayor Woodley welcomed everyone to the first Full Council of 2024 with special recognition to Cllr Ian Sharer following his election at the recent by-election. It was noted that he had previously served Hackney as both a Labour and Liberal Democrat Councillor. The Mayor thanked staff who had worked during the festive period to deliver essential services. She highlighted the importance of intentional rest, respite and wellbeing in order to continue working in a sustainable and healthy way.
- 8.2 The Mayor highlighted that the safety of residents remained a priority. She expressed sadness concerning three recent unconnected fatalities in the borough. Condolences were offered to the families of Lianne Gordon, Michael Murphy and Kobi Macharia Dooly, whose families were being supported by the Council's teams and partners. The Mayor thanked Cllr Fajana-Thomas OBE, Cabinet Member for Community Safety and Regulatory Services for demonstrating excellent leadership as well as Council officers who had acted with compassion and professionalism.
- 8.3 Mayor Woodley reaffirmed the administration's commitment to making the borough safe and outlined a number of steps that would be undertaken to achieve this. The Serious Violence Duty Strategy, approved by Cabinet on 22 January was an integral part of this work. Mayor Woodley emphasised the importance of politicians standing in solidarity against violence and hate and their responsibility to protect and bring communities together. She proceeded to outline various motions that the Council had passed in recent years in support of Hackney's diverse communities.
- 8.4 In reference to the Conservative Government's decade plus of austerity measures, cuts to public services and the ongoing cost of living crisis, the Mayor acknowledged the financial pressures and hardships faced by local residents. As well as the challenges faced by the Council to address these in light of no sign of a sustainable financial settlement. Mayor Woodley pledged to do all in her power to protect services for those most in need. Members were informed that the Government had so far failed to renew the Household Support Fund after March 2024. This was worth £5.6m to Hackney in 2023/24 and had been used to help fight food poverty and provide vital advice to residents in financial difficulty.
- 8.5 Mayor Woodley reported that she and Cllr Chapman had written a letter condemning among other things, the underfunding of social care. She was pleased to advise that the Secretary of State had backtracked and allocated more money for this area; however a long term solution was still awaited. Despite the financial challenges, the Mayor was pleased to announce that the Council would be able to balance its books and continue to provide many services alongside local partners.
- 8.6 In reference to the housing crisis, Mayor Woodley informed the Chamber that the Hackney Homeless and Rough Sleeping Strategy had been approved by Cabinet. The Council would continue to look for opportunities to bring in

additional funding for this area. Work would also extend to working with the Private Rented Sector. The Council had recently secured £4.22m from the national Single Homelessness Accommodation Programme. This would help to deliver much-needed homes and support for people sleeping rough with complex needs. Work to improve the Council's housing stock continued at a time where damp and mould was especially of concern during the winter months. She thanked Cllr McKenzie, Cabinet Member for Housing Services and Resident Participation for leading on this as well as Members across the parties for raising casework on behalf of residents.

- 8.7 Concluding, Mayor Woodley stated the importance of standing in solidarity in support of residents; standing against hate and violence; being unified in ensuring the safety of all in the borough and working together for a better Hackney.

Conservative Group Response

- 8.8 Cllr Steinberger gave apologies that he and other Conservative group Members would be leaving the meeting early as they were observing the Jewish Festival Tu BiShvat. He paid tribute to Donna Anthony from the Special Educational Needs and Disability Team who had recently passed away.
- 8.9 In reference to the earlier public disturbance at the meeting, Cllr Steinberger commended the Speaker, officers and security staff for their efficient and orderly handling of the situation.
- 8.10 Cllr Steinberger welcomed Cllr Ian Sharer to the Conservative group and the Chamber. He stated that the campaign was won almost on the single issue of Low Traffic Neighbourhoods (LTNs) and the election of Cllr Sharer represented the electorate's direct opposition to them. He implored the administration to listen to the voice of local residents with regard to LTNs which he believed were not wanted in certain parts of the borough.
- 8.11 Cllr Steinberger welcomed the announcement made earlier that day by the Secretary of State for Levelling Up, Housing and Communities of a £600 million support package, primarily for social care.
- 8.12 Concluding, Cllr Steinberger solicited the Council to provide premises as a hub from which Shomrim Stamford Hill (volunteer responders made up from members of the local community) could operate. He also expressed dismay at the ongoing issues raised to him by local residents in relation to housing, Council Tax and Housing Benefit.

Green Group Response

- 8.13 Cllr Garbett welcomed Cllr Ian Sharer to the Chamber following the Cazenove by-election, referencing his previous stints as a Labour and Liberal Democrat Councillor. She thanked Tamara Micner, the Green Party candidate and all those who voted for her. Cllr Garbett was disheartened at the reinstatement of the Labour Party candidate following the lack of a meaningful apology after expressing transphobic views. She emphasised the importance of challenging all forms of transphobia and requested the Mayor restate her commitment to the trans-community.

- 8.14 Cllr Garbett informed the Chamber that prior to the Council meeting the Green group had joined residents outside the Town Hall in a plea for all elected Members to do everything within their power to call for a ceasefire to the Israel Gaza conflict. She urged Members to continue to pressure the government and international community as the impact of the conflict had been felt by residents. Disappointment was expressed that it had taken the Mayor 50 days to send a letter to Central Government following her response to a public question on the Israel Gaza conflict at the Council meeting on 29 November.
- 8.15 Concern was expressed relating to the earlier events during the public questions segment. It was believed that the ordeal of adjourning the meeting could have been avoided had the supplementary question been responded to.
- 8.16 In reference to the Independent Governance Review, the Green group welcomed the recommendations but stated that they still had questions pertaining to who knew what and safeguarding issues. Cllr Garbett looked forward to hearing from the Monitoring Officer regarding whether their motion could be heard following its referral at November's Council meeting.
- 8.17 Cllr Garbett stated that during the consultation and the subsequent Cabinet decision to close four primary schools, the Green group had engaged with parents, carers and teachers. Learning of the impact on staff and children; it was hoped that going forward, any consultation processes would be genuine and transparent and those impacted would be included at an early stage of decision making. Concerns were raised regarding the introduction of a last minute consultation relating to the closure of Children's Centres which was considered by Cabinet a few days prior.
- 8.18 Cllr Garbett stated that following her question at the last Council meeting regarding the action the Council was taking to address vulnerability in areas of the borough at risk of heatwave, there had been flooding in Hackney Wick as well as storms. She reported that the GLA Climate Resilience Report highlighted that the city of London was unprepared for severe weather events. She believed that residents were already seeing the impact of this with damage to their homes and businesses and immediate action necessary.
- 8.19 Concluding, Cllr Garbett stated that over a decade of Conservative austerity had decimated local authority budgets, with local authorities across the country facing bankruptcy. She questioned the Mayor on what would be done to advocate for local residents in support of ending austerity and ensuring a good deal for local authorities is at the centre of any Labour Party manifesto. The Green group advised that they would be bringing suggestions to the forthcoming budget meeting and would be willing to meet with the Mayor beforehand to discuss these. It was hoped that the additional perspective would be welcomed.

The Mayor's reply

- 8.20 Exercising the right of reply, Mayor Woodley stated the following:

- Echoing the sentiments of Cllr Steinberger, the Mayor paid tribute to Donna Anthony who had worked in the SEND and Early Years departments within the Council for several years.
- The Council was challenged with regard to implementing ways to reduce traffic and ensure cleaner air. LTNs were very much wanted in some parts of the borough with pressure from residents for their introduction. There were 3 new LTNs in the pipeline.
- 13 years of Conservative austerity had profoundly impacted the borough and residents.
- The issue relating to Shomrim was discussed at the recent Springfield Ward Panel meeting and Cllr Fajana-Thaoms would be looking into this. The work undertaken by Shomrim, in partnership with the police, especially in relation to hate crimes was of great value to the local community.
- The housing casework Members were receiving directly reflected the housing crisis. The Conservatives were encouraged to support the administration in lobbying Central Government to build more homes.
- Trans rights were recognised by the Council. There was no place for hate in Hackney. There was acknowledgement that comments made had complicated the Cazenove by-election, but it was noted that the management of candidates was not a Council responsibility as they were managed by the regional parties they represent.
- The delay in writing to Central Government was owing to the festive period and wanting the letter to be considered at the Labour Group meeting to ensure a balanced view.
- Hopefully, John Henderson's extension of the terms of reference and the forthcoming consideration by Scrutiny, would resolve any uncertainties and unanswered questions relating to safeguarding.
- Every effort was made with regard to the delay of the Cabinet report on the proposed closure of Children Centres. The option to delay to February was explored but it would have been impractical to delay the consultation. The decision was taken in consultation with the Monitoring Officer.
- It was important to develop resilience in relation to the climate crisis. The work that Cllr Coban, Cabinet Member for Climate Change, Environment and Transport, was doing in this area was commended.

9. Changing the Council Tax Reduction Scheme

This report was covered by section 106 of the Local Government Finance Act 1992. The Speaker advised Members of the action they were required to take if section 106 was applicable to them. Members were informed that this would be a recorded vote and only those present in the Chamber for the duration of its consideration would be eligible to vote.

- 9.1 Cllr Chapman, Cabinet Member for Finance, Insourcing and Customer Service introduced the report that set out the authority's localised Council Tax Support Scheme. The scheme was in recognition and response to the cost of living crisis. Cllr Chapman highlighted that a manifesto commitment was made in 2022 to give low income households a bigger discount each year an increase to Council Tax was made. The proposals set out to deliver a 90 percent Council Tax discount by 2026 and a full 100 percent by 2030 to those eligible. The first stage of implementation was for the 2024/25 Municipal Year. Thanks were relayed to Scrutiny who helped provide understanding and context on the impact of the proposals.

- 9.2 Cllr Gordon spoke in support of the report and explained the Scrutiny engagement that was undertaken in devising the recommendations. Deputy Mayor Bramble and Cllr Coban also welcomed the report.
- 9.3 Cllr Steinberger raised concerns about the implementation of the recommendations owing to the far reaching ramifications of the cyber-attack.

On a recorded vote, there being:

For: (43 Members) Mayor Woodley, Cllr Adams, Cllr Adebayo, Cllr Baffour, Cllr Binnie-Lubbock, Deputy Mayor Bramble, Cllr Chapman, Cllr Coban, Cllr Conway, Cllr Desmond, Cllr Etti, Cllr Fajana-Thomas, Cllr Garbett, Cllr Gordon, Cllr Hayhurst, Cllr Joseph, Cllr Kennedy, Cllr Laudat-Scott, Cllr Lisser, Cllr Maxwell, Cllr McKenzie, Cllr Moema, Cllr Narcross, Deputy Mayor Nicholson, Cllr Ogundemuren, Cllr Oguzkanli, Cllr Pallis, Cllr Patrick, Cllr Potter, Cllr Premru, Cllr Race, Cllr Rathbone, Cllr Sadek, Cllr Selman, Cllr Sizer, Cllr Smyth, Cllr Steinberger, Cllr Suso-Runge, Cllr Troughton, Cllr Walker, Cllr Webb, Cllr Williams and Cllr Young.

Abstentions: 0

Against: 0

Not present in the Chamber: (4 Members) Cllr Krautwirt, Cllr Lufkin, Cllr Papier, Cllr Sharer

The resolution was declared **CARRIED**

RESOLVED: In recognition of the ongoing cost of living crisis in Hackney and 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 15% to 10% of their Council Tax liability from the 1 April 2024

10. Council Taxbase and Local Business Rates Income 2024/25

This report was covered by section 106 of the Local Government Finance Act 1992. The Speaker advised Members of the action they were required to take if section 106 was applicable to them. Members were informed that this would be a recorded vote and only those present in the Chamber for the duration of its consideration would be eligible to vote.

The Conservative group were not present for this agenda item having previously given apologies detailed at agenda item 8.8.

- 10.1 Cllr Chapman, Cabinet Member for Finance, Insourcing and Customer Service introduced the report which was a key component of setting the Budget and Council Tax for the forthcoming financial year. An increased Council Tax collection rate of 93 percent was forecasted. In light of the housing crisis, owners of empty properties would be encouraged to bring them back into use. It was therefore proposed to levy a Council Tax premium equal to a 100% of the Council Tax charge in 2024/25 on any liable property. Additionally, it was proposed to signal the intent prior to 1 April 2024 to levy a second homes

premium from 1 April 2025. Detailed proposals for its implementation would follow. These measures would assist with future revenue funding,

- 10.2 Cllr Moema and Cllr Desmsond welcomed the report. The commitment to work with the private sector housing team was highlighted as was the need to deploy some flexibility to those who genuinely wanted to pay arrears.
- 10.3 Cllr Binnie-Lubbock asked a question relating to whether there was any more the Council could do to provide business rates relief or reduction for small businesses. In response, Cllr Chapman advised that a small business relief was available to businesses that occupied premises with a rate of a value of less than £1500. The business rate was a national tax, which had very little local discretion. There was no specific relief that could be made outside of legislation. General support was available through the Hackney Business Network and Hackney Impact.

On a recorded vote, there being:

For: (41 Members) Mayor Woodley, Cllr Adams, Cllr Adebayo, Cllr Baffour, Cllr Binnie-Lubbock, Deputy Mayor Bramble, Cllr Chapman, Cllr Coban, Cllr Conway, Cllr Desmond, Cllr Etti, Cllr Fajana-Thomas, Cllr Garbett, Cllr Gordon, Cllr Hayhurst, Cllr Joseph, Cllr Kennedy, Cllr Laudat-Scott, Cllr Lufkin, Cllr Maxwell, Cllr McKenzie, Cllr Moema, Cllr Narcross, Deputy Mayor Nicholson, Cllr Ogundemuren, Cllr Oguzkanli, Cllr Pallis, Cllr Patrick, Cllr Potter, Cllr Premru, Cllr Race, Cllr Sadek, Cllr Selman, Cllr Sizer, Cllr Smyth, Cllr Suso-Runge, Cllr Troughton, Cllr Walker, Cllr Webb, Cllr Williams and Cllr Young.

Abstentions: 0

Against: 0

Not present in the Chamber: Cllr Krautwirt, Cllr Lisser, Cllr Papier, Cllr Rathbone, Cllr Sharer, Cllr Steinberger,

The resolution was declared **CARRIED**

RESOLVED:

1. 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 2024/25 shall be 77,766.9 Band D equivalent properties adjusted for non-collection. This represents an estimated collection rate of 93.5%.
2. In accordance with The Non-Domestic Rating (Rates Retention) Regulations 2013 Hackney's non-domestic rating income for 2024/25 is £179,559,273 subject to verification by the Academy (our Revenues Software supplier) software release. This comprises three elements.
 - £66,209,106 which is payable in agreed instalments to the Greater London Authority
 - £54,298,802 which is retained by Hackney Council and included as part of its resources when calculating the 2024/24 Council

- Tax requirement.**
 - **£59,051,365 which is payable in agreed instalments to Central Government**
 - 3. **The proposal to levy a council tax premium equal to a 100% of the Council tax charge in 2024/25 on any liable property which is unoccupied and substantially unfurnished for a continuous period of at least one year.**
 - 4. **The proposal that we signal our intent prior to 1st April 2024 that we will levy second homes premium from 1st April 2025.**
 - 5. **To note that changes are proposed to the current CTRS scheme in 2024/25 and that this is covered by another report on this agenda.**
- 11. Gender and Ethnicity Pay Gap 2023**
- 11.1 Cllr Williams, Cabinet Member for Employment, Human Resources and Equalities introduced the seventh annual report, which was a requirement of the Equality Act 2010. As of 31 March 2023 the gender pay gap remained in favour of women. It was highlighted that the most commonly used measure was the median. The report also included the ethnicity pay gap, measuring the difference in average salaries of white employees and those who are Black or of Global Majority ethnicity. Although there was not a legal requirement to publish this information, it was a way to hold the Council to account and evidence the impact of its anti-racism work. Despite the increase in Black and Global majority staff in the lowest quartile of the organisation, it was noted that the mean ethnicity pay gap had marginally decreased. In the coming years, the focus would be on reducing the ethnicity pay gap and understanding the intersectional impact of pay gaps on gender in conjunction with other protected characteristics. There would also be a push to enhance data completeness and report the pensions pay gap by 2025.
 - 11.2 Cllr Garbett asked a question about the low proportion of staff identifying as having a disability, not making declarations about disabilities and what the Council was doing to address this. Cllr Williams shared the concerns raised relating to the equity of the Council's employment policies. Every effort was being made to remove barriers for staff with disabilities. Paragraph 7 of the report set out the next steps, one of which was to increase the percentage of staff who prefer not to disclose specific information by improving trust and confidence. However it was acknowledged that it was a matter of personal choice.
 - 11.3 In response to a question from Cllr Coban regarding how many other London boroughs publish information relating to their ethnicity pay gap, Cllr Williams advised that there was not a legal requirement to do so. There was a national campaign to voluntarily publish their ethnicity pay gap. The figures of those reporting were very low, however London Councils did have some data relating to this.

RESOLVED: To note the contents of the report

12. Members' Allowances Scheme 2023/24

RESOLVED: To agree the report and the Members' Allowances Scheme 2023/24 (Updated January 2024) at Appendix 1 of the report

13. Licensing Committee Annual Report 2022/23

- 13.1 Cllr Fajana-Thomas, Cabinet Member for Community Safety and Regulatory Services introduced the report, which had been considered by the Licensing Committee on 10 January 2024. There was a commitment to work with the relevant agencies to ensure that Hackney's entertainment venues remained a safe place for all. Thanks were relayed to the Chair of Licensing, Members of the Licensing Committee, the Licensing Service and Amanda Nauth, Licensing Lawyer, for their commitment and ensuring that Licensing application hearings were well managed.
- 13.2 Cllr Smyth, Chair of the Licensing Committee, relayed his thanks to officers. He believed that the Licensing Service was a credit to the Council and ensured that the borough was safe and welcoming for all. He thanked Members of the Licensing Sub-Committees for their work to ensure that the needs of residents were balanced with supporting businesses and facilitating a vibrant day, evening and night time economy. He stated that the night time economy was an intricate part of Hackney's reputation for being a vibrant place to live, work and visit. Cllr Smyth spoke about the Statement of Licensing Policy; Cumulative Impact Assessment; the review of fees; the Late Night Levy; and the Hackney Nights Portal all of which he believed to be fundamental to achieving an inclusive and mixed economy.
- 13.3 Cllr Garbett, a member of the Licensing Committee welcomed the report and the work of the Chair of the Committee as well as the Night time Economy Team. She highlighted that Dalston Pubwatch had received an award for being the third best pubwatch in the country. Dalston vendors were commended for their commitment to ensuring a safe night time economy. Cllr Garbett welcomed the possibility of Dalston being considered as a Special Consideration Area as opposed to a Special Policy Area and petitioned all Councillors to inform their constituents of the cumulative impact consultation to ensure that all voices were heard.

RESOLVED: To note the report and appendix.

14. Pensions Committee Annual Report 2022/23

- 14.1 Cllr Chapan, Cabinet Member for Finance, Insourcing and Customer Services introduced the report. He highlighted the work the Pensions Committee had undertaken over the past two years relating to Climate Change. He was pleased to report that the Pension Fund had reduced its exposure to fossil fuel reserves by 97% far exceeding the Fund's original target to reduce exposure by 50% by 2022. This was achieved whilst the fund continued to perform well, with a funding level of 106%. He thanked the Pensions Committee Chair and Members of the Committee.

- 14.2 Cllr Adams, Chair of the Pensions Committee, thanked officers past and present and Members of the Pensions Committee for their commitment to the responsible management of the 1.87 billion pension fund. This was in spite of considerable challenges for the Local Government Pensions Scheme (LGPS) and the economy at large. In reference to Climate Change, Members were informed that carbon risk had been integrated into the strategy setting process. The committee's ambition was for the Fund to achieve net zero emissions by 2040; with 3 shorter term targets to help monitor progress. The increased funding position from 92% in 2019 to 106% was due to better than expected investment return and had enabled the Council to reduce its contribution rate. Cllr Adams highlighted the work of the administration team in collaboration with the Committee as set out within the report.
- 14.3 Cllr Binnie-Lubbock stated that although commendable, the reduction to the exposure to fossil fuel risk was not an actual reduction to fossil fuel company investment. He stated that the call from divestment campaigners was to divest from fossil fuel companies. Cllr Binnie-Lubbock asked if a country was found to be committing genocide in the international criminal court, or in violation of resolutions by the United Nations Security Council, whether the Pensions Committee would consider as part of that review, (following its recent actions to divest from Russian stocks) taking the precedented step of looking to divest from stocks in such countries. Cllr Adams explained that the Pensions Committee followed guidance from the Law Commission. Divestment was permitted where there was no risk of significant financial detriment and where scheme members and employers share concerns. The Committee had noted the legal position with regard to divestment, boycott and sanctions. It had become clear that the UK Government had prohibited divestment that was motivated by political or moral disapproval of the foreign state. The Fund was able to divest from its holdings in Russia due to a number of reasons including long term financial concerns relating to assets and the alignment with the United Kingdom's foreign policy.
- 14.4 Cllr Garbett asked how the Pensions Committee was engaging with pension holders with regard to how they want their pensions invested and whether there could be seats reserved for union representatives on the committee, considering how many members they represent. Cllr Adams advised that scheme members had not been solicited on their views in the recent past. Occasionally, questions are received relating to the Fund's investments by scheme members but more commonly by lobby groups. There were currently two scheme member Freedom of Information requests relating to investment of companies that were active in the occupied Palestine Territory. The Fund had approximately 25,000 members and consideration would be given to surveying members to identify environmental, social and governance factors that may be of importance to them. Cllr Adams stated that it was vital that the Pension Fund did not become politicised and it was therefore not appropriate to ask scheme members questions that were deemed to be politically sensitive. Trade Unions had been offered representation on the Pensions Board as a scheme member representative which was a statutory role.
- 14.5 Cllr Premru asked a question about the Pensions Committee's intentions to divest from the arms trade and when the deputation referred to it regarding divestment from companies complicit in human rights abuses in the Occupied

Palestinian Territories would be heard. Expressing sorrow of the ongoing conflict and the impact on innocent civilians, Cllr Adams stated that the Council was required to support good community relations. As such, the decision taken last year to postpone hearing the deputation was subject to review. He advised that the Committee's ambition was for the Fund to achieve net zero emissions by 2040; with 3 shorter term targets to help monitor progress. In response to a supplementary question from Cllr Premru, Cllr Adams reiterated that the divestment in Russia was inline with UK foreign policy and not detrimental to the Pension Fund.

RESOLVED: To note the report and appendix.

Cllr Binnie-Lubbock moved a motion to extend the meeting beyond 10.00pm to 10.30pm in accordance with Part 4A Rule 7 paragraph 7.1 of the Council's Constitution. This was seconded by Cllr Garbett. Cllr Adams suggested that 10:15pm which was seconded by Cllr Rathbone. This was put to the vote.

The Speaker declared the procedural motion to extend the meeting to 10.15pm
CARRIED

15. Confirmation of Political Proportionality and Appointments to Committees and Commissions

The Speaker advised that this report had to be deferred to the next meeting, to allow Group Leaders and Whips sufficient time to consider and present nominations to seats.

16. Motions

Cllr Binnie-Lubbock raised a procedural motion without notice in accordance with Part 4A Rule 15 paragraph 15.1(c) of the Council's Constitution. He moved to vary the order of business set out in the agenda to bring forward agenda item 16c Green Motion - The Crisis in Israel and Palestine: Call For a Ceasefire, Release Of All Hostages & More Support For Local Community Cohesion. This was seconded by Cllr Garbett.

Following a vote, the Speaker declared the motion **NOT CARRIED**

16a Green Motion - Defending Our Democratic Rights

Amendments to the motion had been received from the Labour Group and contained in the tabled papers circulated. The proposed amendments had not been accepted by the Green Group.

Cllr Garbett stated that all should be outraged at the continued assault on democracy and on the rights of citizens. In the interest of time, she decided to forego the right to make a speech.

Cllr Binnie-Lubbock, as seconder to the motion, reserved his right to speak until later in the debate.

Cllr Fajana-Thomas, proposed amendments to the motion which were seconded by Cllr Walker. The amendments were primarily made on the belief

that the Public Order Act did not undermine the intention to peacefully protest; but strengthened police powers to tackle dangerous tactics and protect victims of crime.

Cllr Binnie-Lubbock believed that the motion as amended did not protect the right to protest. He expressed disappointment that the amendments removed reference to the Police, Crime and Sentencing Act 2022 which he believed to be discriminatory to the Traveller Community.

Cllr Walker, as seconder of the amended motion outlined what the administration had done to protect residents' rights. This included making representations against the deployment of live facial recognition (LFR) in Hackney, without proper consultation and welcoming the police's decision to suspend plans for this.

Following a vote, the Speaker declared the amendments to the motion **CARRIED**

The Speaker proceeded to the substantive motion which was not debated. Cllr Binnie-Lubbock had reserved his right to speak. He stated that the motion, as amended, did not protect the right to protest; and did not oppose Government regulation which he felt criminalised and made protesting more difficult for Hackney's marginalised communities.

Following a vote, the Speaker declared the motion as amended **CARRIED**

RESOLVED:

This Council notes that:

- On 2 May 2023 the final stages of the Public Order Bill passed through the House of Lords, which gives the Police greater powers to prevent serious disruptions caused by protests in England and Wales.
- Article 11 of the Human Rights Act 1998 enshrines the Right to Peaceful Assembly into British law, guaranteed by Articles 10 and 11 of the European Convention on Human Rights (ECHR)
- A Legislative Scrutiny Report published by the Joint Committee on Human Rights called for key measures in the Public Order Bill to be amended or removed in order to reverse the "chilling effect" it is likely to have on the right to protest.
- This report found that these offences have a very wide scope and criminalise those legitimately exercising their Article 10, 11, 8 and Article 6 rights.
- Some aspects of the Public Order Act 2023 have been criticised by Amnesty International, Liberty, Equality and Human Rights Commission (EHRC), and the UN Human Rights Commissioner.
- The Right to Protest is a fundamental pillar of democracy.
- The objective of a protest is to peacefully disrupt and agitate for change, such as the anti-apartheid and Civil Rights Movement, Women's Suffrage, Gay Pride and workers' rights.
- Baroness Casey's Report into the Metropolitan Police Service found that there was a deepening mistrust of the force which is institutionally racist, sexist, homophobic and 'broken', compounded by a culture of denial and obfuscation.
- The Administration's ongoing work with the Metropolitan Police Service,

- MOPAC and local Borough Commander on improving standards through the Community Resilience Partnership and after the Casey Report and City and Hackney Safeguarding Children Panel Child Q reports.
- The co-production of a local action plan with Hackney communities, the Met and the Council on improving trust and confidence.

This Council resolves to:

- **Work towards Hackney's local action plan on policing includes consideration of alternative ways to keep communities safe, and community education on the Police, Sentencing and Crimes Act 2022, and the Public Order Act 2023, so that Hackney residents are aware of their rights.**
- **Refer local issues concerning the Right of Protest to the Hackney's Cabinet Member for Community Safety.**
- **Not agree to the deployment of Live Facial Recognition in Hackney until the Council is satisfied that the potential benefits to crime reduction will not lead to a further erosion of trust and confidence in policing in Hackney.**

Proposed by: Cllr Fajana - Thomas

Seconded by: Cllr Joe Walker

16b Green Motion - Standing up for Responsible Tax Conduct - Councils for Fair Tax Declaration

Amendments to the motion had been received from the Labour Group and contained in the tabled papers circulated. All of the proposed amendments had been accepted by the Green Group. Subsequently, the proposer and seconder amended their original motion to reflect this.

Cllr Binnie-Lubbok stated that the motion was not controversial and in accordance with the beliefs of Councillors across the political parties. In the interest of time, he decided to forego the right to make a speech.

Cllr Garbett, as seconder to the motion, reserved her right to speak until later in the debate.

Cllr Chapman spoke in support of the motion highlighting that a crucial part of the amendment was to update what is likely to be known as the Council's Sustainable Insourcing and Procurement Strategy. The strategy would recognise the principles of fair tax.

Cllr Garbett, as seconder implored all members to vote for the motion.

Following a vote, the Speaker declared the motion as amended
UNANIMOUSLY CARRIED

RESOLVED:

Hackney Council notes that:

- The pressure on organisations to pay their fair share of tax has never been stronger.
- Polling from the Institute for Business Ethics finds that “corporate tax avoidance” has, since 2013, been the clear number one concern of the British public when it comes to business conduct.
- Two thirds of people (64%) believe the Government and local councils should at least consider a company’s ethics and how they pay their tax, as well as value for money and quality of service provided, when awarding contracts to companies.
- Around 17.5% of public contracts in the UK have been won by companies with links to tax havens.
- It has been conservatively estimated that losses from multinational profit-shifting (just one form of tax avoidance) could be costing the UK some £17bn per annum in lost corporation tax revenues.
- The Fair Tax Mark offers a means for business to demonstrate good tax conduct, and has been secured by a wide range of businesses across the UK, including FTSE-listed PLCs, co-operatives, social enterprises and large private businesses.
- Labour and Co-operative MPs and councillors have been at the forefront of the fight for a fairer tax system, with numerous Labour London boroughs having signed up.

Hackney Council believes that:

- Paying tax is often presented as a burden, but it shouldn’t be.
- Tax enables us to provide services from education, health and social care, to flood defence, roads, policing and defence. It also helps to counter financial inequalities and rebalance distorted economies.
- As recipients of public funding, local authorities should take the lead in the promotion of exemplary tax conduct; be that by ensuring contractors are paying their proper share of tax, or by refusing to go along with offshore tax dodging when buying land and property.
- Where councils hold substantive stakes in private enterprises, influence should be wielded to ensure that such businesses are exemplars of tax transparency and tax avoidance is shunned.
- More action is needed, however, as current and proposed new UK procurement law significantly restricts councils’ ability to either penalise poor tax conduct (as exclusion grounds are rarely triggered) or reward good tax conduct, when buying goods or services.
- Hackney Council can and should stand up for responsible tax conduct - doing what they can within existing frameworks and pledging to do more given the opportunity, as active supporters of international tax justice.
- Hackney Council’s administration has long been a proponent for fair taxation and welcomes the Shadow Chancellor’s statements on fair tax.

Hackney Council resolves to:

- Reaffirm its commitment to the Councils for Fair Tax Declaration and enact the Declaration through the points below.
- Lead by example and demonstrate good practice in Hackney Council's tax conduct, right across our activities.
- Reaffirm IR35 is implemented robustly and contract workers pay a fair share of employment taxes.
- Shun use of offshore vehicles for the purchase of land and property, especially where this leads to reduced payments of stamp duty.
- Undertake due diligence to ensure that not-for-profit structures are not being used inappropriately by suppliers as an artificial device to reduce the payment of tax and business rates.
- Demand clarity on the ultimate beneficial ownership of suppliers UK and overseas and their consolidated profit & loss position, given lack of clarity could be strong indicators of poor financial probity and weak financial standing.
- Promote Fair Tax Mark certification especially for any business in which we have a significant stake and where corporation tax is due.
- Support Fair Tax Week events in the borough and celebrate the tax contribution made by responsible businesses that are proud to promote responsible tax conduct and pay their fair share of corporation tax.
- Support calls for urgent reform of UK law to enable local authorities to revise their procurement policies and better penalise poor tax conduct and reward good tax conduct.
- Recognise the principles of Fair Tax in its Sustainable Procurement Strategy.

Proposed by: Cllr Binnie-Lubbock

Seconded by: Cllr Garbett

16c Green Motion - The Crisis in Israel and Palestine: Call For a Ceasefire, Release Of All Hostages & More Support For Local Community Cohesion.

Amendments to the motion had been received from the Labour Group and contained in the tabled papers circulated. Some of the proposed amendments had been accepted by the Green Group. subsequently the proposer and seconder had amended their motion to reflect this. There remained a number of amendments that had not been accepted.

Cllr Binnie-Lubbock introduced the motion, highlighting the ongoing conflict had escalated to some of the poorest regions and countries. He believed saying nothing was to be silently complicit. He thanked all those who had tirelessly protested to oppose a military machine aided by arms companies based in the UK and funded by public institutions and pension funds like that of the Council.

Cllr Binnie- Lubbock believed that freedom should not be contingent on Israel's approval and generosity but on the commitment and solidarity of others. He welcomed the early motion in parliament welcoming South Africa's genocide case against Israel, which had been sponsored by Green MP Caroline Lucas and signed by Hackney North MP, Diane Abbot. This was yet to be signed by Hackney South MP, Meg Hillier

The importance of being partners for peace was highlighted, especially at such a time which had seen hate crime as a direct result of the conflict. He thanked

the Labour Councillors who had taken a stand at November's Council meeting voting with the Green group for the motion to be heard

Cllr Binnie-Lubbock believed that supporting international institutions like the International Criminal Court and applying pressure on political parties to cease violence, free those being held unjustly including all people of Gaza were necessary steps in brokering peace.

Cllr Garbett, as seconder, reserved her right to speak until later in the debate.

Deputy Mayor Nicholson, proposed amendments to the motion which were seconded by Cllr Rathbone. The Deputy Mayor expressed sorrow relating to the ongoing conflict, the loss of life and the impact on local residents. The amendments to the motion were centred on the belief that elected Councillors were mandated to support the people by whom they were elected, He advised that the administration had undertaken a number of steps to bring communities together; ensure residents were safe; and intervene swiftly to violence and hate crime. The amendments captured the essence of what Councillors were elected to do and was within their remit to deliver. On international matters, the responsibility was for Councillors to call on national politicians to bring about peace which was a secondary responsibility. The essence of the amended motion focussed on the primary responsibility of elected members to ensure Hackney remained a safe and diverse place.

Following a vote, the Speaker declared the amendments to the motion **CARRIED**

The Speaker proceeded to the substantive motion which was not debated. Cllr Garbett, had reserved her right to speak. She recognized the mandate on local Councillors to represent their constituents; however many residents within the borough had been directly impacted by the conflict and had called on Councillors to take action. She expressed disappointment that the amended motion had lost the element of lasting peace.

Due to time constraints, Cllr Rathbone, seconder of the amended motion did not make a speech.

Following a vote, the Speaker declared the motion as amended **CARRIED**

RESOLVED:

This Council notes:

1. Across Hackney residents have been horrified by the violent conflict in Israel and Palestine and are grief stricken at the loss of lives, including thousands of children, following the terror attack on Israel by Hamas on 7th October. Many, especially in Jewish, Muslim and Arab communities, as well as those from other communities of all faiths and none, are concerned for the safety of friends, family and work colleagues in the region.
2. Previous conflicts in the region have been associated with increases in community tensions, Islamophobia, antisemitism and hate crime in the UK.
3. There has been a worrying rise in antisemitic and Islamophobic hate crime in Hackney since the terror attacks by Hamas on Israelis on 7th October and the siege, bombardment and ground invasion of Gaza. Hackney stands against antisemitism, Islamophobia, xenophobia and all forms of racism and hate

- crime, passing motions to adopt the IHRA definition of antisemitism and the All-Party Parliamentary Group on British Muslims definition of Islamophobia.
4. That a range of international humanitarian organisations have been calling for an urgent ceasefire on all sides and lasting peace in the region and for a two-state solution.
 5. That Hackney is twinned with Haifa city in Israel. Haifa is 160km from the Gaza Strip.
 6. The brilliant work by Council officers, faith and community groups and partners including the Community Security Trust, Tell Mama, as well as others, and the police across the borough to hold our community together, provide solace for today and hope for the future.
 7. The vital and ongoing work undertaken by the Council with partners to ensure the safety of our communities, which includes:
 - The sending of a letter from the Mayor to the Prime Minister expressing our concerns about the impact the conflict in the Middle East is having on Hackney residents and community cohesion, calling on the Government to: focus all efforts on bringing an immediate cessation to hostilities in Israel and Palestine, including an immediate and sustainable humanitarian ceasefire on all sides, lasting peace in the region and a renewed peace process, the urgent release of all hostages and provide central government funding to support community cohesion and peace-making at a local level
 - Increasing the number of council enforcement patrols and deploying the council's mobile CCTV van into vulnerable communities
 - Meeting with the borough commander and continuing to work closely with the police to support their work
 - Co-hosting, with the police, community stalls around the borough as part of national hate crime awareness week
 - Responding swiftly to hate incidents, crimes and anti-social behaviour
 - Writing to faith leaders to express our support
 - Reaching out to our Jewish and Muslim community partners in particular to reiterate the work the Council is undertaking with the police to keep the community safe
 - Writing to all schools and education settings, including faith schools, and offering ongoing security liaison, support, resource and guidance
 - Holding interfaith events.

This Council believes:

8. The truce at the end of November 2023 was a vital step towards releasing hostages and the provision of humanitarian aid. There must be an immediate cessation to hostilities in Israel and Palestine, including an immediate and sustainable humanitarian ceasefire on all sides. Humanitarian aid and basic services must be immediately restored. All hostages must be immediately released.
9. Peace, justice and reconciliation in the region is likely to have a positive impact on community cohesion in Hackney.
10. There can be no place for hate in our Borough. Hackney must be a safe place for those of all faiths and nationalities. We will continue to support those whose families and loved ones are caught up in this conflict. We must also stand up for those who may be perceived by others, sometimes because of assumptions regarding faith or race, to have links to the region and as a result are suffering from prejudice and discrimination; and as a Borough of Sanctuary we extend a special welcome to those fleeing war and persecution.

This Council resolves:

- 11. To continue to work with borough partners to ensure safety for our Muslim and Jewish communities, hold interfaith events regularly, and to be ready to welcome refugees.**
- 12. To continue to encourage interfaith and community groups to apply for funding, like Local Initiative Funding, to support community cohesion, peace-making and celebrating how Hackney fosters harmony between our diverse communities.**

Proposed by: Deputy Mayor Guy Nicholson

Seconded by: Cllr Ian Rathbone

16d Green Motion: Reduce Glyphosate to Zero Now

In accordance with Part 4A [Rule 16.4](#) of the Council's Constitution, the Speaker advised that this motion which had not been debated would stand referred, without discussion, to the next ordinary meeting of Full Council.

Close of meeting.

Duration of Meeting - 7:00 - 10.15pm

Chair of the meeting

Cllr Anya Sizer

Speaker of the London Borough of Hackney 2023/24

Attachments

Appendix A - Questions from Councillors that were not taken at the meeting due to time constraints.

Written Responses to Questions from Councillors

7.7 From Cllr Garbett to the Mayor

To consolidate its first-in-the-country scheme for community parklets, can the Council confirm how many parklets have been constructed to date, and whether there are plans to make the process less onerous on applicants - to allow more diverse communities to participate?

Response from the Cabinet Member for Climate Change, Environment and Transport

Thank you for your question regarding Hackney's parklet programme. I'm sorry I didn't have the chance to respond to this at Full Council.

It is important to acknowledge at the outset that this is the first-in-the country scheme, as you identified. I'm very proud to acknowledge this and the work done to uphold our parklets program. It is a part of a broader portfolio of work to ensure that we are providing our residents with greater access to greener spaces. I know you understand the importance of these spaces.

To date, a total of 21 parklets have been installed across the borough. 12 of these parklets were installed directly by the Council and 9 have been introduced by residents through the Community Parklet programme.

We are currently assessing applications made through the most recent application window through community parklet programme, and expect to soon be taking several additional parklet proposals out to consultation, to build upon the success of the programme and increase the coverage of parklets in new areas in the borough.

The Council has a responsibility to ensure any infrastructure placed on the public highway is safe, appropriate and benefits the wider community. The application process for parklets balances this need against the objective to widen participation in the process and to be as easy for residents as possible.

That is why the Council has assigned dedicated officer time to support residents making applications. The process is not a simple pass or fail process and the Council actively assists supporting applications through a two stage process.

This helps to ensure that community parklet proposals meet the safety and design requirements before they are installed on the highway, but also that residents do not have to invest too much time at the start, before they have had support from our officers.

The community parklet programme is open to all in the borough and I can provide assurance that Council officers are continually working on ways to improve the parklet application process and support applicants throughout

APPENDIX A

their applications which includes encouraging diversity among participating communities.

In Hackney, our diversity is our strength. It is important that all programs across the Council, including our environmental schemes, reflect and celebrate the diversity across the borough. I assure you that I am working closely with officers to enable this, particularly within the parklets scheme.

Thank you again for your question and your continued advocacy in support of a greener and diverse Hackney.

7.8 From Cllr Turbet-Delof to the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

This year is Hackney Carnival, one of the most anticipated, inclusive, culturally diverse and vibrant events in the country. Can we hear updates on how communities, businesses and residents will be able to participate, apply for available funds and make this another amazing year for our borough's Carnival?

Response from the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

Thank you for this question, I'm sorry we weren't able to get to it at Full Council so I am following up in writing.

I share your excitement for what promises to be a fantastic Hackney Carnival in 2024.

While a public announcement about the precise date is on its way, Hackney Carnival is indeed looking forward to parading the streets of Hackney for what will be our first Carnival in four years.

Community involvement serves as the cornerstone for Hackney Carnival. It not only enriches the Carnival but also strengthens the bonds within the Hackney community. Working with the newly appointed Artistic Director, Pax Nindi, who comes with excellent existing relationships with Hackney's Carnival community, the goal will be to make Hackney more vibrant, connected, and inclusive, ensuring that the Carnival remains a true reflection of a collective spirit.

Plans are already being drafted for how to advertise, filter and communicate opportunities for how residents, artists and traders can get involved.

Given the monetary constraints we now face, and taking on board the ambitions of the Carnival Groups who we are in constant dialogue with, the focus for this year's Carnival will be on making the street parade the best it can be and to deliver an event that is safe, inclusive, intergenerational and welcoming to families.

APPENDIX A

We are aware of the excitement this year's Carnival will bring and are mindful that the interest will likely outweigh the vacancies available to participate. With that in mind we are discussing an efficient registration process to ensure those who want to join in as traders or artistic practitioners have the appropriate credentials.

This is crucial for things like food trading enquiries where health and safety standards must be met, and for those working with children where safeguarding processes are paramount. These are all necessary and responsible procedures that will help us deliver a safe and spectacular event.

The Culture team and their dedicated Carnival Directors are now working on our first communications announcements. It includes an internal announcement followed by public-facing communications. The Carnival will be overseen by the Carnival Board made up of senior officers across the Council and key partners such as for the Police. Registration forms for the variety of ways people can get involved will be released either at the first date announcement, or shortly after.

Announcements will be published on the Council website, via a press release to local press, the Love Hackney social channels and website and on the Hackney Carnival social media channels which have a significant following.

I hope this answers your question and members will be kept updated as these plans are progressed.

7.9 From Cllr Rathbone to the Deputy Mayor for Delivery, Inclusive Economy & Regeneration

Could the Deputy Mayor please let us know what is happening about The Tram Depot in Upper Clapton Road which has recently been put up for auction, and what the Council intends to do to ensure it is preserved, along with 25 businesses and 50 jobs?

Response from the Deputy Mayor for Delivery, Inclusive Economy & Regeneration

Cllr Rathbone thank you for your question and if I may highlight Cllr Rathbone's long running championing of the numbers of small businesses resident in the Tram Depot buildings and his continued advocacy for the future of the Tram Depot as a place to live and work. It is also worth noting the valuable contribution the buildings make to ensuring Lea Bridge ward has a thriving local economy.

For the benefit of all Members, the Tram Depot is a privately owned set of commercial buildings, it is not owned by the Council. Clearly the Council can only influence any redevelopment through either advocacy with the owners and through the Planning system. In Hackney's Local Plan, LP33, the Tram Depot is within a designated Priority Industrial Area. As the name suggests, industrial employment uses are therefore seen as the priority uses for any

APPENDIX A

development planned for this site and will need to be incorporated in any new development proposal and therefore be prioritised in the assessment of any future Planning application for the site.

There is no extant Planning permission for the redevelopment of the site. There have been historic pre-application discussions with the Council that have discussed mixed use residential and commercial development which included proposals for some student residential accommodation. These discussions were all some time ago and did not result in any Planning applications. In the meantime the Council's Regeneration service will be attempting to make contact with the new owners of the site in an attempt to establish their plans and ensure that you are kept up to date on any such discussions.

7.10 From Cllr Joseph to the Cabinet Member for Finance, Insourcing and Customer Service

Following pressure from Hackney Council and London Councils, the Government uplifted Local Housing Allowance in the Autumn Statement. What is the Council doing to ensure the Government funds social housing and provides local authorities with the resources to ensure that local families can afford to stay in Hackney?

Response from the Cabinet Member for Finance, Insourcing and Customer Services

Thank you for submitting a question to me for Full Council on 24 January 2024. Unfortunately there was not time to answer it at the meeting. so I set out my answer below.

Hackney did indeed place a lot of pressure on the Government to increase LHA rates. This is great news for our residents and renters, who will benefit from greater housing affordability, even within Hackney's broken housing market. However, we must acknowledge that the Government failed to also increase the benefit cap. This cruel policy continues to cause poverty in the borough.

It is very difficult, often impossible, for a local authority to ensure that this Government listens, let alone does something about our asks and the challenges that we face. In fact it generally works the other way around, with the Government setting the environment in which we local authorities have to work. We have no power to ensure or force the Government to do anything.

What we do have though is the ability to lobby, persuade and influence.

And this is where we have been very active. Most recently, we, along with many other councils, persuaded the Government to provide extra money for social care in the provisional local government finance settlement. The Mayor and I wrote to the Government [here](#) and you can see the subsequent announcement [here](#).

APPENDIX A

In addition, you'll be aware of how Hackney has been at the forefront of the country with our Better Renting Campaign. And how our colleague, Councillor Sem Moema, has led the debate in demanding an abolition of Section 21, otherwise known as no fault evictions, for private renters. While it is fair to say that the Government, despite promises going back to Prime Minister May five years ago, hasn't exactly moved with speed on this item. Hackney Council and Hackney Councillors have landed some significant political blows. The recent announcement from Michael Gove on this is welcome, and in part a recognition of our efforts, we await the detail with interest.

Addressing the question at hand, let me also provide some further examples of our lobbying work in this area. Again Hackney Council has led from the front and achieved success in the matter of how we can use our own right to buy receipts. We've certainly not achieved all our aims yet but the Secretary of State has at least listened such that we can now use 100% of our receipts for the next two years.

Officers also spent a lot of time last year speaking with and lobbying Government officials to help us with our housing new build and regeneration programmes. We have spoken with the Department of Levelling Up, Housing And Communities on a number of occasions, held various meetings with them and taken officials on site visits and field tours around Hackney, all in the last few months.

At these meetings we have taken every opportunity to energetically lobby for an increase in grant rates so that we can build more council housing in Hackney.

We have also listened to our communities in Hackney where working people and families have told us of the desperate situation they face. People have told us how they are facing having to move out and leave Hackney and how desperate they are to stay here, to own their own homes and send their children to our good schools.

We are therefore taking every opportunity we have to tell these stories to the Government and to lobby for more funds so that we can build more low cost homes for working people.

Despite this, the situation is challenging and sometimes the Government does not listen. I can assure you that Mayor Woodley, myself, my colleagues and our officers are relentless in pressuring the government for the funding and the tools we need to tackle this problem.

But you'll be as aware as me that the only likely step change in approach will come with the election of a Labour government,

7.11 From Cllr Adejare to the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

APPENDIX A

As we continue to work to ensure the voices of our communities are amplified, can the Cabinet Member please advise how our grants funding ensures all communities, especially minoritised groups are supported in terms of accessing these funding streams to ensure their needs are reflected in Council activities?

Response from the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

Thank you for this very important question, I'm sorry we weren't able to get to it at Full Council so am following up in writing.

At a time when inequalities are growing it is especially important that we ensure we direct our scarce resources to those communities that have the greatest need.

During the pandemic we started to work in new ways with community organisations that had the best reach, knowledge and expertise with minoritised communities. By adopting new, more collaborative, ways of working we were able to respond effectively in an environment where much was unpredictable and needs were changing quickly. Building trust and full collaboration was key.

We took this approach when investing in our grants programme, but also in how we fundraised together and made better use of assets and resources, such as food surplus.

This experience has informed our approach to grant making as we came out of the pandemic and had to work collaboratively to respond to greater levels of poverty and inequality.

An example of this is the introduction in 2022 of Community Infrastructure Grants which invest in helping organisations build community support and social networks. We have changed how we assess applications from focussing on measuring project delivery and impact to assessing the values, culture, attitudes and behaviours of organisations. Just over half a million is invested annually in this programme and over 50% of the organisations funded are led by minoritised communities.

We continue to provide small project-based grants as these are also an important means of providing funding to the smaller groups serving the diversity of communities in Hackney.

As well as designing new types of investment that really value the work of diverse and minoritised communities, we have made changes to our application and assessment processes to make them more accessible:

Applications

We have simplified our application forms to make it easier for groups to apply, to help us gather information about organisational leadership so we

APPENDIX A

understand the extent to which we are investing in organisations led by minoritised communities, and to ask how organisations are involving beneficiaries. We collect equalities data and take this into consideration when making funding decisions.

Assessment

We have started monitoring key equalities data for our assessors. In 2023/24 the majority of assessors were from Black or Black British backgrounds. We have included information about key inequalities and structural and institutional racism, and intersectionality in our assessor briefings.

Feedback

We ensure that organisations are able to give feedback after the application and assessment process.

In addition to the above we have been open in acknowledging that some of the language and terminology that was in use (e.g. BAME) is no longer reflective of what is used by groups. We have been open in acknowledging that some application processes may advantage/disadvantage certain groups and we continue to ensure that applications are not assessed on the quality of their English language. We have also asked groups for suggestions on future application processes and have collected this information through our application feedback form but also through specific focus groups with key communities such as black-led and Orthodox Jewish-led organisations.

In 2023/24 the majority of Children and Young People's grants went to organisations that identified as being led by (defined as 51% of their board and senior leadership) people from Black and Global majority communities. The vast majority of the project based grants are not targeting beneficiaries of a particular religious background. However, around 25% of grants awarded in 2023/24 are targeted at beneficiaries from Charedi and/or Jewish communities.

We are currently planning a full review of the Council's investment in the VCS across all services. Our new Equalities Plan and the Council's Anti-Racism Action Plan will sit at the heart of this work guiding our exploration of where, why and how we invest so that we can work across the Council and with our partners in the VCS to design out inequalities.

I hope this clarifies our work currently and happy to discuss this further.

7.12 From Cllr Premru to the Cabinet Member for Climate Change, Environment and Transport

Following the disruption and damage done to canal dwellers, homes, businesses and arts institutions following the heavy rain and flooding in Hackney Wick, can you confirm what support the Council provided for residents and what further measures we need to put in place to deal with future extreme weather conditions?

APPENDIX A

Response from the Cabinet Member for Climate Change, Environment and Transport

Thank you for this important question and I apologise that we didn't have time to address this at Full Council.

I understand there is concern about the recent canal breach at Hackney Wick on the 5th of January 2024. The subsequent breaching occurred at Old Ford Lock in the London Borough of Tower Hamlets, flooding parts of Fish Island (Dace Road).

Fortunately, the London Borough of Hackney has not been directly affected by the flooding, as the incident occurred approximately 600 metres away from our jurisdiction. However, we have been closely monitoring the situation in Tower Hamlets.

If any Councillors have obtained information from individuals affected by the incident within Hackney's boundaries, we kindly request that they share this information with Hackney's Lead Local Flood Authorities (LLFA). Currently, we have not received any reports from the Emergency Response team indicating that our constituents were affected.

This incident serves as a significant reminder for Hackney's Lead Local Flood Authorities (LLFAs) regarding the vulnerability of Hackney Wick to various sources of flooding. It is imperative for us to remain vigilant and take proactive measures to prevent similar incidents impacting our constituents in the future.

Currently, we have several Sustainable Drainage Systems (SuDS) proposals in progress, primarily addressing excess surface water flooding in Hackney Wick. However, we acknowledge that tackling the potential impact of a canal breach from the River Lea may necessitate a different approach. The sheer quantity of Sustainable Drainage Systems (SuDS) required to attenuate such fluvial flooding is presently considered unrealistic.

Collaboration with Tower Hamlets, the Environment Agency, and the Canal & Rivers Trust remains a key priority, and we are committed to sharing insights and lessons learned to fortify our collective response to future flooding in Hackney Wick. The safety and well-being of our residents are paramount, and we will be actively reviewing measures to implement that will reduce future risk to our constituents.

Independent Governance Review - Terms of Reference

Summary of events:

On Friday 13 May 2022 the National Crime Agency (NCA) made a children's safeguarding referral to the Council's LADO (Local Authority Designated Officer) informing the Council that a local councillor (Tom Dewey) had been arrested by the Police on 29 April 2022 for the possession of indecent images of children. Cllr Tom Dewey had just been elected ward councillor for De Beauvoir Ward at the local elections on 5 May.

Over the course of that day and over the weekend, this information was then cascaded confidentially to senior officers of the Council, and to the Mayor. The Chief Executive met former Councillor Tom Dewey on Monday 16th May after which he tendered his resignation.

The former Councillor was charged with a number of offences to which he pleaded guilty on 19 July 2023 and was subsequently sentenced on 15 August 2023.

Mayor Glanville was suspended by the Labour Party on 31 August 2023 as a result of an allegation that he lied in public office (as reported [here](#)). He subsequently advised the Interim Chief Executive of his intention to resign and formally resigned on 22 September 2023.

In accordance with paragraph 1(7) of Schedule A1 to the Local Government Act 2000, the statutory Deputy Mayor, Councillor Bramble, has been acting in place of the Elected Mayor since his suspension from the Labour Party and she will continue to do so until the newly Elected Mayor takes office on the fourth day after the election to be held on 9 November 2023 [Regulation 8(1) of the Local Authorities (Elected Mayors)(Elections, Terms of Office and Casual Vacancies)(England) Regulations 2012].

Purpose:

The purpose is to review the appropriateness of the Council's response to receiving notification of the arrest of former Councillor Tom Dewey.

The purpose of the review is not to investigate individual officers or councillors. It is to be noted that this process is completely separate to the Labour Party's own investigations and to the criminal investigation undertaken by the Police.

Aims and Objectives:

The aims and objectives are to:

- Review the decisions and actions taken by the Council following notification from the National Crime Agency of the arrest of former Councillor Tom Dewey
- Review the processes and guidance in place at the time for both Officers and Members.
- Make any recommendations for improving the Council's processes and guidance based on the review's findings.

Of particular interest for this review is whether in making the decisions and taking the actions that it did, the Council met its safeguarding obligations.

The period under review will be time bound from the date that the Council learned of Tom Dewey's arrest on 13 May 2022 to the subsequent sentencing of Mr Dewey on 15 August 2023.

List of persons who hold information relevant to the review:

It is recommended that the following individuals are contacted to inform the review:

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
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[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

If following contact with the named persons it becomes apparent that it would be beneficial to the review to speak to other persons, then this should be raised with the Interim Chief Executive and Monitoring Officer.

Time frame:

The review should commence as soon as practicable, with a view to the findings and any recommendations being reported to a meeting of Full Council in early 2024.

[REDACTED]

The timeline for the report to Full Council will be dependent upon whether the Council is in a further pre-election period following the outcome of the election for the new Mayor on 9 November 2023.

However, in the event that scheduled meetings of Council do not neatly align with ending of any pre-election period/readiness of the report, then an extraordinary meeting of the Council could be called.

Documents to review:

[REDACTED]
[REDACTED]

[Employee Code of Conduct](#)

[Whistleblowing Policy](#)

Council's Constitution:

The Council recently adopted (24 July 2023) a new edition of its Constitution which came into effect on 4 September 2023. The new edition can be accessed via the Council's website or [here](#). The Councillor Code of Conduct which took effect after the elections in May 2022 can be found at [Part 7A](#).

The [report](#) presented to Full Council on 24 July 2023 explains the changes to the Constitution both in terms of presentation and the main substantive amendments.

For completeness the edition of the Constitution which existed at the time of the main events in question (May 2022) can be viewed [here](#).

Political makeup of the Council:

The Council operates an Elected Mayor and Cabinet form of governance.

In addition to the Elected Mayor, the Council has 57 Councillors.

Immediately preceding the May 2022 elections, the political makeup of the Council was as follows:

- Elected Mayor - Labour
- Labour Group - 52 seats
- Conservative Group - 5 seats

Following the May 2022 elections, the political makeup of Council became

- Elected Mayor - Labour
- Labour Group - 50 seats
- Conservative Group - 5 seats
- Green Group - 2 seats

The political make-up of the Council did not change following the by-election in July 2022.

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Independent Governance Review

List of individuals interviewed by John Henderson, November - December 2023

Post / Office	Name
LADO	Liezel le Roux
Director, Children's Social Care	Diane Benjamin
Head of Service Safeguarding, Quality Assurance & Improvement	Lisa Aldridge
Interim Chief Executive (previously Director of Legal, Democratic & Electoral Services / Monitoring Officer)	Dawn Carter-McDonald
Acting Director of Legal, Democratic & Electoral Services / Monitoring Officer (previously Head of Legal and Governance)	Louise Humphreys
Assistant Director Business Intelligence, Elections & Member Services	Bruce Devile
Mayor of Hackney (previously Ward Councillor for Cazenove Ward)	Caroline Woodley
Leader of the Opposition (Hackney Greens)	Cllr Zoe Garbett
Leader of the Opposition (Hackney Conservatives)	Cllr Michael Levy
Labour Group Chief Whip (Hackney)	Cllr Kam Adams
Former Chief Executive of London Borough of Hackney	Mark Carroll
Independent Chair of the City & Hackney Safeguarding Adults Board	Dr Adi Cooper
Independent Safeguarding Children Commissioner, City & Hackney Safeguarding Children Partnership	Jim Gamble

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Code of Conduct for Employees

Your behaviour, decisions and actions as a public official are important to Hackney.

1. Introduction



We are here to provide services to the public.

We are a political organisation and have a democratically elected Mayor and Councillors who set the policies that govern our services. These services can have a profound effect on the quality of the lives of our community and like our elected Members, we are accountable to the local community at all times.

Every employee is expected to behave in a highly professional manner and to offer the highest standards of customer service to the public. The way you carry out your duties must promote and maintain public confidence and trust in the work of the Council.

This Code of Conduct provides a framework for your behaviour, decisions and actions as a public official. It is not an exhaustive list of what you can and cannot do, but aims to help employees understand the ground-rules that must be observed, including the ways in which Officers interact with elected Members and senior management. If at any time you are unsure about the 'right thing to do', you can:-

- refer to this Code of Conduct and/or any policies, procedures, guidance or local rules and requirements that apply to your job
- discuss the situation with your manager
- contact Human Resources, Audit & Anti-Fraud or Legal Services for assistance

This Code forms part of your contract of employment and you must comply with it. Failure to do so may result in disciplinary action, which could include dismissal. It is your responsibility to read this code and work in accordance with it.

This Code applies to all employees and anyone engaged by the Council to carry out work.

This Code forms part of your contract of employment and you must comply with it. Failure to do so may result in disciplinary action, which could include dismissal. It is your responsibility to read this code and work in accordance with it.

This Code applies to all employees and anyone engaged by the Council to carry out work.

This Code consists of seven key principles of working at Hackney, supported by more detailed standards in section 3.

2. The Seven Principles of working at Hackney



- ① **Serving the public** – we are here to provide services to the public. You are expected to offer the highest standards of customer service to the public at all times
- ② **Political neutrality** – be politically neutral and unbiased at all times when at work. Our Members have been elected by local people to represent them. You must respect their position irrespective of the parties they represent or your own views.
- ③ **Honesty and integrity** – never place yourself in a position where your honesty and integrity may be questioned and avoid conflicts of interest between your private interests and your public duties. Make all decisions fairly, consistently and on merit, including when making appointments, awarding contracts, or recommending individuals for rewards, benefits or opportunities and ensure that they are recorded appropriately.
- ④ **Respect for others** – promote equality by never discriminating against any person and by treating members of the public, colleagues and elected Members with respect regardless of their age, disability, gender reassignment or gender expression, marital or civil partnership status, pregnancy or maternity, race, religion or beliefs, sex, sexual orientation or political affiliation. While you may have personal views that are not those of the Council, you must ensure that these are not expressed in a way that brings the Council into disrepute or adversely impacts on your ability to do your job.
- ⑤ **Accountability** – you are accountable to your manager, to Councillors and to the public for your actions. You must use any funds entrusted to you in a responsible and lawful way that ensures value for money for the local community, and always act in accordance with financial and procurement rules. You should always follow any reasonable instruction issued by your manager.
- ⑥ **Representing the Council** – present yourself at all times in a way that brings credit to the Council. Never speak to the press or publish articles about Council business without express permission
- ⑦ **Management and leadership** – set a good example for employees through your promotion of these principles, make sure employees know what is expected of them and fairly assess their performance, and provide employees with learning and development opportunities

3. Our Principles in Detail



3.1 Serving the public

⦿ Working with service users and the public

The public have a right to the services the Council provides. Always perform your duties to the highest standard and treat members of the public with dignity and respect, taking account of their individual needs. You must promote the Council's aims for equality and social inclusion by actively including all of the local community in your work and encouraging their participation in all areas of the Council's business.

Be honest, impartial and independent at work regardless of your personal views on a matter. If your personal views conflict with the performance of your official duties and you believe that you cannot act impartially, you must contact your line manager.

3.2. Political neutrality

⦿ Working in a political environment

In carrying out your work, you must:-

- be politically neutral
- be unbiased in the performance of your duties
- respect the function and office of Members, regardless of the party they represent

⦿ Working with Councillors

You serve the democratically elected Council as a whole (i.e. all Councillors). You must respect Councillors' rights and not allow your personal and political views to interfere with your working with Councillors. Close relationships between employees and Councillors may be incompatible with high standards of public life and should be avoided.

3.3. Honesty and integrity

⦿ Avoidance of corruption

Never use your official position or authority to seek to improperly influence a decision or action or for your own personal gain. Always work in accordance with the Council's Anti-Fraud & Corruption Policy.

⦿ Dealing with conflicts of interest

You must aim to avoid conflicts of interests between your private interests and your public duties and declare them in writing should they occur.

Examples of conflicts of interests include:-

- being a member of organisation (such as the Freemasons)
- as a manager, taking decisions relating to discipline, promotion or pay adjustments for any employee who is a relative, friend or partner
- as a purchasing officer liaising with a supplier that you, your partner, family or a close associate has financial interests in

⦿ **Accepting gifts and hospitality**

It is not normally acceptable to accept a gift, reward or favour from others for work done in your official capacity. Our residents have a right to the services they receive and the Council rewards you for the work you do. Any gift offered or accepted must be declared and recorded in the local Gifts and Hospitality Register.

You must never accept a gift or hospitality from anyone who is or is likely to tender for a contract, seek planning consent, or seek employment with the Council.

⦿ **Dealing with criminal charges and convictions**

You are expected to work within the law. You must uphold the law at work and never break a law away from work as this could damage public confidence in you or the Council. Notify the Council immediately in writing if you are charged with or convicted of any offence. This will not normally affect your employment unless the offence damages public confidence in you or the Council; or makes you unsuitable for the job you do.

⦿ **Avoiding undermining the Council in its business**

Never undermine the Council (or its partners) in its business or allow your standards of behaviour to fall below those expected of the local community you serve e.g. by squatting in a Council property; or not paying debts owed to the Council.

3.4. Respect for others

⦿ **Respecting others**

You must treat colleagues, elected Members and the public respectfully and with dignity. You must never discriminate against, harass or victimise any person.

⦿ **Working with managers**

Follow all reasonable instructions given by your manager; or any other person with the authority to give you instructions at work. You must respect their role which means accepting that you may not always agree with all of their decisions. You must report to your manager anything that impairs your ability to do your job.

Your manager will:-

- ensure that you understand what is required of you at work and fairly and objectively appraise your performance;
- promote the principles of fairness and equality in the workplace;
- provide you with training and development opportunities;
- recognise your need to balance your life at work and away from work and be as flexible as possible.

3.5. Accountability

⦿ Attendance

Always be at work and performing Council duties when you should be and in accordance with your contractual requirements. Agree in advance with your manager any leave requests, additional working, etc. Never do private work when you should be at work for the Council or when you are on sick leave. Notify your manager if you are unable to attend work for any reason.

⦿ Doing non-council work

Get your manager's written approval before undertaking other employment. Any other employment must not conflict with the interests of the Council. Council time and/or resources may not be used for other employment.

⦿ Dealing with the Council's money

Use any public funds entrusted to you:-

- in a responsible and lawful manner; and
- ensure value for money for the local community; and
- in accordance with the Council's Standing Orders, financial regulations and procurement rules

When committing Council money, you must:-

- ensure that there is an approved budget for such expenditure; and
- that the expenditure is within the limits that you are personally authorised to spend

⦿ The Council's facilities, property and equipment

Never use Council facilities, property or equipment inappropriately; or waste, damage or lose it. You should not use Council facilities or property for private purposes unless it is authorised e.g. limited personal use of the Council's email and internet facilities.

⦿ The Council's information and records

The Council holds information and records on behalf of the public to enable it to carry out its functions. You must handle this information, including personal and sensitive data, in accordance with the Information Governance, Security and Sharing Policies. You must ensure that appropriate records are created, stored, accessed and disposed of securely, and in line with legal requirements, confidentiality rules and these policies and other Council standards.

⦿ Yours and others' health and safety

You have a responsibility for your own health and safety and that of service users, members of the public or colleagues who may be affected by what you do. Always:-

- work in accordance with the Council's Health & Safety Policy and any instructions, information or training provided;
- report health and safety hazards that you think are inadequately controlled and accidents and near misses that you have at work;
- attend any medical examination as required (e.g. under the Council's sickness procedures);
- when on sick leave, act sensibly to speed your recovery and return to work

3.6. Representing the Council

⦿ Protecting the Council's reputation

Never act in a way that could discredit the Council or bring it into disrepute – whether on duty or not.

⦿ Appearance and dress standards

All employees must be neat and tidy in appearance and dress in a way that inspires confidence in a professional service. Managers will set standards of dress at local service level based on the following principles:-

- office-based staff must wear appropriate office dress (e.g. no jeans, shorts, tracksuits or sports clothing, clothing with slogans or symbols, trainers);
- there is flexibility for employees who work directly with residents, and where it is important to dress in a way that they can relate to;
- where uniforms are provided, these must be worn and not modified;
- clothing or jewellery worn for religious reasons is permitted, providing that it does not give rise to health and safety risks;
- clothing provided for health and safety reasons must be worn.

⦿ Dealing with the press and making public comments

Any requests for information from journalists must be referred to the Communications Team.

You must not publish articles or views in print or on the internet about Council business without express permission from your Director and clearance from Communications. When expressing personal views you must not appear to speak for or about the Council without permission e.g. by referring to your job at Hackney.

3.7. Management and leadership

⦿ Expectations of managers

All Hackney managers will:-

- treat employees fairly and with dignity and respect
- consult and inform employees about change and on matters affecting the Council (in accordance with the Council's Organisational Change Policy)
- ensure that employees know what is expected of them and how they are doing
- provide a safe and secure working environment
- provide employees with opportunities for training and development
- manage budgets

4. Breaches of the Code of Conduct



Any breach of the Code of Conduct will normally result in disciplinary action. Some breaches (known as gross misconduct) can be serious enough to justify dismissal for a first offence, and without notice. Examples are in Appendix 1 of this Code.

5. Reporting breaches of the Code and whistle-blowing



We are committed to the highest standards of public life and to preventing malpractice, fraud and corruption. If you are concerned about any practice that you think conflicts with this Code, you should report these to your manager or Head of Service.

If you have concerns about theft, fraud and other malpractice in the workplace you can report these anonymously and confidentially to the Council's independent whistleblowing service, provided by Expolink. You can call Expolink free, 24 hours a day and 7 days a week, on 0800 374199.

Appendix 1

Gross Misconduct - Examples

Any breaches of the Code of Conduct will normally result in disciplinary action. Some breaches (known as gross misconduct) could be serious enough to justify the Council in dismissing staff for a first offence, and without notice. It is possible that other conduct, not in itself a breach of the Code of Conduct may also amount to gross misconduct.

As a yardstick, any act which destroys the relationship of trust and confidence that the Council needs to have in an employee will constitute gross misconduct. This is not a complete list, since the circumstances of each case are different, but you should consider dismissing an employee for gross misconduct if they:-

- 1) Conceal any serious matter they should reasonably have known to report.
- 2) Cause loss, damage or injury through serious negligence (e.g. resulting in a loss to the Council).
- 3) Act negligently or recklessly in a way which leads to a serious breach of the Data Protection Act.
- 4) Try to obtain a job by lies or deception.
- 5) Seriously demean or offend the dignity of others or abuse their position.
- 6) Refuse to carry out a legitimate instruction from their manager.
- 7) Threaten, instigate a fight with or assault anyone.
- 8) Steal or damage things that belong to someone else or to the Council.
- 9) Commit any deliberate acts of discrimination, harassment or bullying.
- 10) Sell or possess illegal drugs in the workplace.
- 11) Consume alcohol in the workplace (unless they have been given permission by an Assistant Director or his/her deputy – e.g. at a staff leaving party).
- 12) Seriously breach health and safety rules.
- 13) Do private work when they should be at work for the Council.
- 14) Submit false or fraudulent claims to the Council or other bodies (e.g. income support claims, housing or other benefit claims).
- 15) Breach financial (or other Council) regulations.
- 16) Break a law at work which makes them unfit for the work they do.
- 17) Demonstrate serious incapability at work brought on by alcohol or illegal drugs.
- 18) Refuse to repay any debt they owe to the Council.
- 19) Obtain Council services, property or money by fraud (e.g. falsify time sheets).
- 20) Ask for or accept bribes, gifts, or favours.
- 21) Squat in Council property or occupy the property of a Housing Association or any organisation that the Council has a nomination agreement with in such a way as to prevent a Council nominee from taking up occupation.

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LONDON BOROUGH OF HACKNEY

WHISTLEBLOWING POLICY

Dated
1 April 2022

CONTENTS

CLAUSE

1. Policy statement 1
2. Who is covered by this policy? 1
3. What is whistleblowing? 1
4. Raising a whistleblowing concern 3
5. Confidentiality 3
6. External disclosures 4
7. Investigation and outcome 4
8. If you are not satisfied 5
9. Protection and support for whistleblowers 5
10. Responsibility for the success of this policy 6
11. Contacts 6
12. Version Control 7

1. POLICY STATEMENT

- 1.1 London Borough of Hackney is committed to operating with honesty and integrity, and all staff and members of associated bodies, contractors and partners working with the Council are expected to maintain high standards in accordance with the Council's Code of Conduct and all applicable rules, regulations and legislation. However, all public authorities face the risk of things going wrong from time to time, or of unknowingly harbouring illegal or unethical conduct. A culture of openness and accountability is essential in order to prevent such situations occurring and to address them when they do occur.
- 1.2 The aims of this policy are:
- (a) To encourage staff to report suspected wrongdoing as soon as possible, in the knowledge that their concerns will be taken seriously and investigated as appropriate, and that their confidentiality will be respected;
 - (b) To provide staff with guidance on how to raise those concerns;
 - (c) To reassure staff that they can raise genuine concerns without fear of reprisals, even if they turn out to be mistaken.
- 1.3 This policy takes account of the Whistleblowing Arrangements Code of Practice issued by the British Standards Institute and Protect (previously Public Concern at Work).
- 1.4 This policy does not form part of any employee's contract of employment and it may be amended at any time.

2. WHO IS COVERED BY THIS POLICY?

This policy applies to all individuals working at and for all levels of the organisation, including senior managers, officers, directors, employees, apprentices, consultants, contractors, trainees, homeworkers, part-time and fixed-term workers, casual and agency staff and volunteers (collectively referred to as **staff** in this policy). This policy also covers all staff working at the London Borough of Hackney's community maintained schools (but it does not extend to voluntary aided schools, academies or free schools, who should have their own arrangements in place).

3. WHAT IS WHISTLEBLOWING?

- 3.1 **Whistleblowing** is the disclosure of information which relates to suspected wrongdoing or dangers at work. This may include:
- (a) criminal activity;
 - (b) miscarriages of justice;
 - (c) danger to health and safety;
 - (d) damage to the environment;

- (e) failure to comply with any legal or professional obligation or regulatory requirements;
 - (f) bribery;
 - (g) financial fraud or mismanagement;
 - (h) negligence;
 - (i) breach of our internal policies and procedures (including the Council's Codes of Conduct for Employees and Members, Standing Orders, Regulatory Framework, Financial Regulations);
 - (j) unauthorised disclosure of confidential information;
 - (k) the deliberate concealment of any of the above matters; or
 - (l) with regard to schools, the systematic failure to prioritise safeguarding where the appropriate procedures have not been followed.
- 3.2 A whistleblower is a person who raises a genuine concern relating to any of the above. If you have any genuine concerns related to suspected wrongdoing or danger affecting any of our activities (a **whistleblowing concern**) you should report it under this policy.
- 3.3 The decision to report a concern can be a difficult one to make. If what you are saying is true, you should have nothing to fear because you will be doing a service to the public and to the Council.
- 3.4 The Council will not tolerate any harassment or victimisation (including informal pressures) and will take appropriate action to protect you when you raise a concern in good faith. Any investigation into allegations of potential malpractice or wrong doing will not influence or be influenced by any disciplinary, capability, redeployment or redundancy procedures that apply to you.
- 3.5 We will maintain a 'Whistleblowers' Hotline for staff provided by Navex Global. To report a concern via the Whistleblowing Hotline please use the contact details provided at Section 11 of this policy. Details of this number are also available from the Whistleblowing page on the Council's Intranet.
- 3.6 This policy should not be used for complaints relating to your own personal circumstances, such as the way you have been treated at work. In these cases you should use the appropriate HR policy, such as the Grievance Procedure or the Anti-Harassment and Bullying Policy.
- 3.7 Reporting safeguarding concerns, in relation to schools, should be dealt with under the London Child Protection Procedures and the 'Working Together 2015' guidance. This policy may, however, be used for reporting alleged systematic failures to prioritise safeguarding where the appropriate procedures have not been followed.

3.8 If you are uncertain whether something is within the scope of this policy you should seek advice from the Audit and Anti Fraud Service of the Council (contact details are provided at Section 11).

4. RAISING A WHISTLEBLOWING CONCERN

4.1 Concerns that are expressed anonymously will be considered, however, in our experience there is a greater likelihood of a successful investigation if we are able to communicate directly with those who raise a concern.

4.2 It is hoped that in most cases you will be able to raise any concerns in the first instance with your line manager. You may tell them in person or put the matter in writing if you prefer. They may be able to agree a way of resolving your concern quickly and effectively. In some cases they may refer the matter to the Audit Investigations Team Manager who is the Council's designated Whistleblowing Officer (see Section 11).

4.3 However, where the matter is more serious, or you feel that your line manager has not addressed your concern, or you feel unable to raise it with them for any reason, you should contact one of the following: -

- (a) The Audit Investigations Team Manager
- (b) Navex Global (our confidential external telephone hotline)

Contact details are set out at the end of this policy (see Section 11)

4.4 Please note that under the Council's Code of Conduct, elected members should not be approached directly. Furthermore, concerns should not be reported to the press under any circumstances.

4.5 We may arrange a meeting with you to gain a thorough understanding of your concern. We will also aim to give you an indication of how we propose to deal with the matter.

4.6 School staff may choose to raise their concerns directly with the school – e.g., a member of the school's leadership team, the chair of governors or another appropriate/named governor. Where a school receives a direct whistleblowing referral (e.g., via the Headteacher or Chair of Governors), the school must inform Hackney Education's "Responsible Officer for Schools" (contact details at Section 11). This allows LBH to provide the school with any support as required as well as to maintain corporate oversight of the concern raised.

5. CONFIDENTIALITY AND ANONYMOUS COMPLAINTS

5.5 We hope that staff will feel able to voice whistleblowing concerns openly under this policy. If you want to raise your concern confidentially, we will make every effort to keep your identity secret. You can contact the Audit and Anti-Fraud Division and appropriate measures can then be taken to preserve your confidentiality. However, there are limited circumstances when your

identity may have to be revealed, for example, if the investigation results in legal proceedings.

- 5.6 Experience has shown that concerns are more likely to be resolved where a whistleblower is prepared to provide their identity to the investigating party, and for this reason we do not encourage staff to make disclosures anonymously. It is more difficult to establish whether allegations are credible and it may be more difficult to deter any malpractice. Proper investigation may be more difficult or impossible if we cannot obtain further information from you, and we will be less able to provide assurance and feedback.
- 5.7 However, we do understand that whistleblowers may be concerned about possible repercussions if their identity is revealed and we would prefer that you report your concern anonymously rather than say nothing. If you are in any doubt you can seek advice from our confidential third-party hotline, Navex Global. Contact details are included in Section 11.
- 5.8 In relation to determining whether an anonymous allegation will be taken forward, the following factors will be taken into account:
- (a) The seriousness of the issue raised;
 - (b) The credibility of the concern;
 - (c) The likelihood of confirming the allegation from attributable sources, and obtaining necessary information.

6. EXTERNAL DISCLOSURES

- 6.5 The aim of this policy is to provide an internal mechanism for reporting, investigating and remedying any wrongdoing in the workplace. In most cases you should not find it necessary to alert anyone externally before first exhausting this internal procedure.
- 6.6 The law recognises that in some circumstances it may be appropriate for you to report your concerns to a designated external body, dependant on the area that your concern relates to, such as the Council's External Auditor, the Care Quality Commission or Ofsted. A full list can be found at <https://www.gov.uk/government/publications/blowing-the-whistle-list-of-prescribed-people-and-bodies--2>. It will never be appropriate to alert the media. We strongly encourage you to seek advice before reporting a concern to anyone external, and if you do so you must be careful not to reveal any confidential information unlawfully.
- 6.7 Whistleblowing concerns usually relate to the conduct of our staff, but they may sometimes relate to the actions of a third party, such as a customer, supplier or service provider. In some circumstances the law will protect you if you raise the matter with the third party directly. However, we encourage you to report such concerns internally first.

7. INVESTIGATION AND OUTCOME

- 7.5 Once you have raised a concern, we will carry out an initial assessment to determine the scope of any investigation. We will inform you of the outcome of our assessment. You may be required to provide further information as part of this process.
- 7.6 In some cases we may appoint an investigator or team of investigators including staff with specialist knowledge of the subject matter. In the case of school based staff, it may be appropriate for the investigation to be conducted by school governors. The investigation may make recommendations for change to enable us to minimise the risk of future wrongdoing.
- 7.7 We will aim to keep you informed of the progress of the investigation and its likely timescale. However, sometimes the need for confidentiality may prevent us giving you specific details of the investigation or any disciplinary action taken as a result. You should treat any information about the investigation as confidential.
- 7.8 If we conclude that a whistleblower has made false allegations and that these have been raised in bad faith (e.g. frivolously, maliciously, with a view to personal gain or for an ulterior motive) the whistleblower may be subject to disciplinary action. Furthermore, becoming a whistleblower does not guarantee immunity for any person who raises concerns about malpractice that they have been substantively involved in.
- 7.9 The Council has in place a number of rules, code of conducts and policies to ensure that procedures are properly controlled. These may be relevant to how we respond to some concerns that are raised through the whistleblowing reporting lines, including: -
- Code of Conduct for Council Employees
 - Gifts & Hospitality Procedure
 - Anti-Fraud & Corruption Policy
 - Anti-Money Laundering Policy
 - Anti-Bribery Policy
 - Grievance Procedure
 - Anti-Harassment & Anti-Bullying Policy
 - Modern Slavery Statement

8. IF YOU ARE NOT SATISFIED

- 8.5 While we cannot always guarantee the outcome you are seeking, we will try to deal with your concern fairly and in an appropriate way. By using this policy you can help us to achieve this.
- 8.6 If you are not happy with the way in which your concern has been handled, you can raise it with the Corporate Head of Audit, Anti-Fraud & Risk Management.

9. PROTECTION AND SUPPORT FOR WHISTLEBLOWERS

- 9.5 It is understandable that whistleblowers are sometimes worried about possible repercussions. We aim to encourage openness and will support staff who raise genuine concerns under this policy, even if they turn out to be mistaken.
- 9.6 Staff must not suffer any detrimental treatment as a result of raising a genuine concern. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform the Whistleblowing Officer immediately. If the matter is not remedied you should raise it formally using our Grievance Procedure.
- 9.7 Staff must not threaten or retaliate against whistleblowers in any way. If you are involved in such conduct you may be subject to disciplinary action. In some cases the whistleblower could have a right to sue you personally for compensation in an employment tribunal.

10. RESPONSIBILITY FOR THE SUCCESS OF THIS POLICY

- 10.5 The Council's Corporate Head of Audit, Anti-Fraud & Risk Management has overall responsibility for this policy, and for reviewing the effectiveness of actions taken in response to concerns raised under this policy.
- 10.6 The Audit Investigation Team Manager is the Council's designated Whistleblowing Officer and has day-to-day operational responsibility for this policy, and must ensure that all managers and other staff who may deal with concerns or investigations under this policy receive regular and appropriate training.
- 10.7 All staff are responsible for the success of this policy and should ensure that they use it to disclose any suspected danger or wrongdoing. Staff are invited to comment on this policy and suggest ways in which it might be improved. Comments, suggestions and queries should be addressed to the Corporate Head of Audit, Anti-Fraud & Risk Management.

11. CONTACTS

Whistleblowing Officer (Audit Investigation Team Manager)	Vinny Walsh Tel. 0208 356 2536 Email Vinny.walsh@hackney.gov.uk
Corporate Head of Audit, Anti-Fraud & Risk Management	Michael Sheffield Tel. 020 8356 2505 Email Michael.sheffield@hackney.gov.uk

Hackney Education – Responsible Officer for Schools	Monica Imbert Tel. 020-8820-7076 Email Monica.imbert@hackney.gov.uk
Whistleblowing Hotline (24 hour hotline)	Navex Global Tel. 0800 890011, then at the prompt, dial 833 558 1923
Protect (Independent whistleblowing charity)	Helpline: 020 3117 2520 Website: https://protect-advice.org.uk/

12. Document & Version Control

12.1 Document and version control

Document and version control	
Title of document	London Borough of Hackney Records Management Policy
Owner	Michael Sheffield
Job title of owner	Corporate Head of Audit, Anti-Fraud & Risk Management
Directorate	Finance and Corporate Resources
Approved by	Audit Committee
Publication date	tbc
For use by	All staff
Why issued	Corporate Policy
Review date	April 2024 (normal review will be biennial as minimum, with ad hoc review as necessary)

Version control details				
Version No.	Author / editor	Version date	Approval date	Overview of changes
V1.0	Michael Sheffield	April 2018	April 2018	Initial 2018 version
V2.0	Michael Sheffield	1 April 2022		2021 version incorporating revised contact details, HR comments and minor amendments

12.2 Publication

This policy will be published on the Council's intranet, and made available to members of the public on request.

12.3 Review

This policy will be reviewed biennially, and at shorter intervals in line with any significant developments that may affect its relevance - for example, new legislation or technology



Title of Report	2024/25 BUDGET AND COUNCIL TAX REPORT
Key Decision No	FCR S097
For Consideration By	Cabinet and Council
Meeting Date	Cabinet 26 February 2024 And Council 28 February 2024
Cabinet Member	Mayor Caroline Woodley
Classification	Open
Ward(s) Affected	All Wards
Key Decision & Reason	Yes To set the 2024/25 Council Tax Rate and the 2024/25 General Fund Revenue Budget
Implementation Date if Not Called In	6 March 2024
Group Director	Jackie Moylan, Interim Group Director of Finance

1. MAYOR'S INTRODUCTION

- 1.1 My first budget as Mayor of Hackney comes in hugely difficult financial circumstances, with the long-term impact of growing demand, rising costs and over a decade of government underinvestment putting immense pressures on local services across the country. That's why I'm proud to present an ambitious budget that not only balances the books at a time when so many councils like ours are struggling to do so, but also shows that we can continue to work together for a better Hackney in challenging times.
- 1.2 This budget comes off the back of sustained cuts. Excluding Council Tax, our core spending power is £156m, or 40%, in real terms less than in 2010-11. Once again, this year's funding is set through a one-year settlement from the government and a proliferation of one-off grants, rather than the sustainable, long-term funding we need to plan and provide the services our residents deserve.
- 1.3 Demand for, and the cost of delivering, these services has never been higher, particularly in some of the most critical areas like social care, homelessness and special educational needs. Without adequate additional funding, we now have to plan for an even greater proportion of our resources to be spent in these areas.

- 1.4 The decision to propose a 4.99% increase to the Council's element of Council Tax during a cost-of-living crisis is not one taken lightly. However, the additional £5m it raises is vital for those who rely on the services the Council provides and adds around £1 a week to the bill for a Band B property, maintaining one of the lowest Council Tax rates in London.
- 1.5 We have at the same time increased the maximum Council Tax discount for working households on low incomes from 85% to 90%. That's two years ahead of the timeline set out in our manifesto, and a big step towards our goal of offering those who need it most a 100% discount on Council Tax by 2030. Through our pioneering Money Hub, we will continue to ensure every resident gets all the help they're entitled to, whether through council tax support, crisis payments, discretionary housing payments or other benefits.
- 1.6 Protecting frontline services, and Hackney's most vulnerable residents, will always be my number one priority. Although our financial position is challenging, we can still invest in a fairer, safer, greener, healthier borough, work for every child in Hackney and make our borough an exciting place to grow up and age well.
- 1.7 To work towards a fairer Hackney, we will continue to spend £4.7m on our award-winning employment and lifelong learning efforts, ensuring local people are first to benefit from the huge opportunities in our borough. We will also maintain our capital programme, including over £50m on maintaining and improving our Council homes, and £94m towards our 1,000 new Council homes target, with 49 social rent homes starting and 182 completing this year.
- 1.8 To create a safer Hackney, we will spend over £12.3m on programmes like the Community Gangs Team – a partnership approach to supporting people out of violent crime alongside the police, probation service and public health partners – and our enforcement teams tackling anti-social behaviour on estates and in green spaces. We will help businesses to create safe spaces through the Hackney Nights accreditation scheme, and prevent vulnerability with schemes such as "Ask for Angela" which aligns with the Council's commitment to ending violence against women and girls, and upholds Hackney as No Place for Hate, standing up against all forms of racism and prejudice, including antisemitism, Islamophobia, homophobia, transphobia, hatred towards travellers, disability discrimination and ageism.
- 1.9 To build a greener, healthier Hackney, we will make £55m in capital investments towards our net zero ambitions in the next year, supplemented by external funding streams including the £18.1m secured this year. This includes £20.7m in retrofit and housing improvements, £10.7m decarbonising other buildings, £6.9m on schools projects, £5.9m on streets and public spaces, £3.9m greener vehicles, £1.9m on a solar panel pilot and £1.3m on cycle hangers. We will also spend a further £16m on community investment and amenities, maintaining Hackney's 58 parks and seven sport and leisure centres, including £1.7m in refurbishing play areas and over £2m to progress the transformation of Kings Hall Leisure Centre.

- 1.10 To work for every child in Hackney, we will spend over £85.4m on our network of children's centres, our early intervention and prevention services, supporting our schools to create an inclusive, high-performing education system and looking after children where they cannot be cared for within their family networks. During 2023-24 we revisited children's centre provision across the borough to ensure it delivers the best service possible, expanding four centres into Children and Family Hubs, receiving a report from the former Mayor's commission into affordable childcare, and securing an independent review focused on sustainability of the service. We have recently launched a consultation on proposed changes to ease pressures and secure a sustainable network of provision into the future.
- 1.11 We will continue to invest £10.2m on youth and early help services for families, including our four youth hubs and six adventure playgrounds, and put £21m capital investment in our school buildings, including increasing provision for special educational needs and disabilities in the borough, creating an additional 300 places for children with SEND in Hackney. And for our older residents, we will continue to deliver on the ambitions of our ageing-well strategy by transforming adult social care, giving a voice to our older and disabled residents, and maintaining our commitments as a dementia-friendly borough.
- 1.12 Finally, despite the cost pressures, we have worked to sustain limited additional resources on projects to support these priorities, including continuing our commitment to be a Right to Food borough and deliver on our Food Poverty Action Plan, expanding our Zero Emissions Network across the whole of Hackney, developing new planning guidance on green infrastructure, and continuing the 10 by 10 Programme to ensure by the time they are 10 years old, every child in Hackney has access to at least ten different activities. We will also launch our local green investment scheme to enable local residents to invest in the decarbonisation of our borough.
- 1.13 Presenting a balanced budget in these circumstances has been a huge challenge, and we know there are more challenges to come. We expect to have to find a further £22.5m in savings in 2025-26, rising to a cumulative £34.6m and then £52.3m in the following two years. We aim to meet as much of this shortfall as possible through transforming our services and doing more for less. But there will inevitably be some hard choices to make, and we will make these in a way that measures, understands and minimises the impact on our residents. That's why we'll keep making the case to the Government for additional funding to minimise these shortfalls, just as we have helped secure councils an additional £600m in this year's funding and are now pushing for the vital Household Support Fund to be extended beyond March.
- 1.14 We can only achieve these ambitions, and meet our legal obligation for a balanced budget through sound financial management, working with an excellent team of Council officers and councillors. I would also like to thank Cllr Chapman, my Cabinet and councillor colleagues, especially on Scrutiny and Audit committees, the Interim Group Director for Finance and her 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 also like to thank the Corporate Leadership team for their tireless work on the budget and maintaining services across the Council. There has also been extensive work with the Chairs and members of Scrutiny and Audit to ensure pre-budget engagement on these proposals. A special mention also goes to the former Group Director for Finance and Corporate Resources, Ian Williams, who left us in the summer to take up a new challenge in Liverpool. Without his tireless efforts and sound advice over a period of more than 15 years I would not be presenting this sound and ambitious budget for the forthcoming year.

- 1.15 This is an ambitious, Labour values driven budget that protects universal services, builds resilience, creates opportunities and supports the most vulnerable in the most challenging of times, while investing in our priorities and Hackney's future. I am proud to commend this report as my first Budget to Cabinet and then Full Council.

2.0 INTERIM GROUP DIRECTOR'S INTRODUCTION

- 2.1 This report asks Cabinet to agree and recommend to Council for approval, the 2024/25 General Fund budget estimates, a 4.99% increase in the Hackney element of Council Tax made up of 2% in respect of adult social care and 2.99% in respect of other services, and a series of recommendations relating to the Council finances in respect of the 2024/25 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, Scrutiny and Audit Committee members as well as colleagues on the Corporate Leadership Team and Officers within my own team and the other Directorates throughout the budget setting process. This year we have seen significant change in our Corporate Leadership Team (CLT), with Dawn Carter-McDonald as Interim Chief Executive, Louise Humphreys as Acting Director of Legal, Democratic & Electoral Services (and Monitoring Officer) and myself as Interim Group Director of Finance (and s151 officer). The support received from this group has been invaluable and in a particularly difficult year, unyielding. Also, special thanks to the former Group Director of Finance and Corporate Resources, Ian Williams who led a large part of this year's process. Reporting, for the first time as s151 officer to the Full Council it is emphasised that this has been a challenging process given the ongoing pressures on our services and the lack of clarity around funding streams going forward. Faced with yet another one year settlement containing many one-off funding streams - as we have fed back to the Government on many occasions - medium term financial planning is extremely difficult. It is only by the Leadership working together, both Cabinet and the Corporate Leadership Team (CLT) that we continue to navigate through the uncertainty.
- 2.3 The 2024/25 Revenue Budget and Capital Strategy has continued to be put together against the backdrop of significant real terms funding cuts since 2010/11. The settlement in respect of 2024/25 was disappointing in that very little funding over and

above that which had already been announced was made available. The late announcement of additional funds for social care was welcome but is insufficient to meet our growing cost pressures. Costs in adult social care and children's services have sharply increased and we continue to be concerned that increases in funding for preventing homelessness will not meet demand in this area. Alongside this the legacy of a very high inflation rate is impacting on many services. Furthermore, the publication of the 2024/25 Local Government Finance Settlement gave us little information of funding allocations for the following years. Little is known about the aggregate Local Government budgets post 2024-25 and still, no decision has been taken on the timing and scope of the local government funding review and business rates reset. So whilst we are able to present here a balanced budget, we face a challenging and uncertain future.

- 2.4 Turning to Council Tax, this report proposes to set an increase of 4.99% in the Hackney element of the Tax in 2024/25. Given the significant reduction in real terms core funding since 2010/11, 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 in terms of the ongoing demand and inflationary pressures referred to above.
- 2.5 With regard to the 2024/25 revenue budget proposals set out in this report, they are underpinned by budget proposals approved throughout the current and previous financial years. We have developed proposals that achieve expenditure reductions through a range of measures and sought to maximise income opportunities to as far as possible sustain universal services and those to the most vulnerable. In this regard I would like to thank in particular, Cllr Margaret Gordon who supported by the Head of Scrutiny, Tracey Anderson led an extensive budget scrutiny process on the budget which is referred to later in this report.
- 2.6 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 finance updates are provided in the Overall Financial Position (OFP) report and detailed reporting to both the Corporate Leadership Team (CLT) and joint sessions of Cabinet and the CLT on financial planning in the short and medium term.
 - (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 the Scrutiny Panel.
 - (c) Prioritising Resources to Strategic Plan Objectives. This report includes a summary of our Strategic Plan and sets out how we continue to invest in line with our priorities.

- (d) Equality. The Corporate Leadership Team makes sure that equality underpins all that we do. It also looks to ensure that all equality impact assessments on staff and service changes are undertaken.
- (e) Cumulative Impacts. The budget proposals that underpin the budget are wide-ranging and have been subject to a cumulative impact assessment. Although this exercise cannot be used to fully protect residents given the level of budget reductions required, we can work to anticipate impacts, plan for them and build them into our new equality plan, wider corporate strategy and transformation work.

2.7 In considering the proposals set out in this report Members should have regard to the future indicative budgetary position of the General Fund that has been set out throughout the year. The Medium Term Financial Plan, at **Appendix 5**, summarises the challenges we face in future years. It is vital therefore that the work already underway to bridge this gap intensifies so that 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 as set out in **Appendix 10** to this report, we have updated our self assessment of how we shape up compared to the financial standards which are a translation of CIPFA's Principles of Good Financial Management.

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 2024/25 the Council's projected 2023/24 General Fund balance of £17.0m with the aim of increasing this to £20m over the medium-term period to 2026/27 noting the Housing Revenue Account (HRA) projected 2023/24 balance of £15m with the aim of increasing to £17.6m by the end of March 2024.

3.2.2 To agree for approval the directorate estimates and estimates for the General Finance Account items set out in Table 2 in Section 14 of this report.

3.2.3 To note that the budget is a financial exposition of the priorities set out within the Strategic Plan summarised at Section 6 below.

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

The General Fund balances which currently stand at £17.0m and the level of other reserves are adequate to meet the Council's financial needs for 2024/25 and that considering the economic uncertainty they should not fall below this

level and that the aim is to increase these to £20m over the medium term period to 2026/27 from a review of current earmarked reserves.

This view takes account of the reserves included in the Council's latest published 2022/23 Accounts and 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 Budget to increase the balance to £17.6m by 31 March 2024 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 2024/25. This takes into account the adequacy of the level of balances and reserves outlined above and the assurance gained from the comparisons of the 2023/24 budget with the projected spend identified in the December 2023 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 7 for implementation from 1st April 2024.

3.2.6 To continue the policy requiring the Interim Group Director of Finance to seek to mitigate the impact of significant changes to either resources or expenditure requirements.

3.2.7 To require the Mayor, Cabinet and the Corporate Leadership Team to develop robust plans to deliver against the revised Medium Term Financial Plan included at Appendix 5 taking into account the recommendation of the S151 Officer as set out in the Section 25 Statement (Appendix 11). This is needed to maintain the financial resilience of the Council and to avoid the requirement to make short-term decisions which will adversely impact on our residents.

3.2.8 To note the summary of the HRA Budget and Rent setting report proposed to Cabinet on 22nd January 2024.

3.2.9 To authorise the Interim Group Director of Finance 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.

3.2.10 To approve:

The allocation of resources to the 2024/25 capital programme referred to in Section 22 and Appendix 6.

3.2.11 To note that the new capital expenditure proposals match uncommitted resources for the year 2024/25.

3.2.12 To agree the prudential indicators for Capital Expenditure:- the Capital Financing Requirement; the Authorised Limit and Operational Boundary for External Debt; the Affordability prudential indicators; and the Treasury Management Prudential Indicators for 2024/25 as set out in Section 23 and Appendix 3.

3.2.13 To confirm that the authorised limit for external debt of £792m agreed above for 2024/25 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.

3.2.14 To continue to support the approach of using reserves to manage emerging risks and liabilities.

3.2.15 To note that at its meeting on 24th January 2024 the Council agreed its Council Tax Base for the 2024/25 financial year as 77,766.9 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.

3.2.16 To agree that the following amounts be now calculated by the Council for the year 2024/25 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) £1,374.738m 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.

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

- (a) £1,263.182m 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) £4.218m 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.

3.2.18 £109.338m 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.

3.2.19 £109.338m being the amount at (3.2.18) divided by the amount at (3.2.15) above, calculated by the Council, in accordance with section 31A of the Act, £1,405.97 as the basic amount of its council tax for the year.

3.2.20 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 2024/25 for each part of its area and for each of the categories of dwellings.

Valuation Bands Hackney

A	B	C	D	E	F	G	H
£937.31	£1,093.53	£1,249.75	£1,405.97	£1,718.41	£2,030.84	£2,343.28	£2,811.94

3.2.21 That it be noted that for 2024/25 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
£314.27	£366.64	£419.02	£471.40	£576.16	£680.91	£785.67	£942.80

3.2.22 That having calculated the aggregate in each case of the amounts at 3.2.20 and 3.2.21 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 2024/25 for each of the categories of dwellings as shown below.

Valuation Bands Combined Hackney/GLA

A	B	C	D	E	F	G	H
£1,251.58	£1,460.17	£1,668.77	£1,877.37	£2,294.57	£2,711.75	£3,128.95	£3,754.74

3.2.23 To agree, subject to the decision of Members on recommendations 3.2.16 to 3.2.18 that Hackney’s Council Tax requirement for 2024/25 be £109.338m which results in a Band D Council Tax of £1,405.97 for Hackney purposes and a total Band D Council Tax of £1,877.37 including the Greater London Authority (GLA) precept.

3.2.24 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 2024/25 as shown at Appendix 8 is not excessive (5% or above) and therefore does not require the Council to hold a referendum.

3.2.25 To agree the Treasury Management Strategy for 2024/25, set out at Appendix 3.

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

3.2.27 To approve the Minimum Revenue Provision statement setting out the method of calculation to be used, as set out in paragraphs 23.19-23.28 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 2024/25 budget.

4.2 Previous decisions in this context relate to:

- The Overall Financial Position reports presented monthly to Council during 2023/24.
- The Calculation of the 2024-25 Council Taxbase & Local Business Rates report approved by Council on 24th January 2024

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 details of the budget, including savings, have been the subject of reports to Cabinet and consideration by the Corporate Leadership Team at meetings throughout 2023/24.

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 28th February 2024.

6.0 BACKGROUND

Statutory context

6.1 The Mayor's budget proposals set out in this report show the position in relation to the development of the 2024/25 Revenue Budget including the effect of savings proposals which were agreed by Cabinet in May and December 2023 and January 2024 and others which were formulated during the 2022/23 and 2023/24 budget setting process.

6.2 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 plan (which is attached at **Appendix 5**) and recognise that the scale of reductions set out will impact on the services the Council provides beyond 2024/25.

- 6.3 In addition, the Local Government Act 2003 placed a specific personal duty on the Interim Group Director of Finance (and s151 officer) 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 Section 19 of this report and the basis for the assessment included at Appendix 11 to this report. The position on the HRA reserves includes a projected level of balances of £17.6m by 31 March 2024. This level of balances is in-line with the Council's policy on reserves and balances. However, she advises that this is a matter that Members should keep under review.
- 6.4 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. See section 13 of this report for more detail.

Strategic Plan

- 6.5 A new Strategic Plan was adopted for 2022-2026. This was timely, as it was at the beginning of a new political term and with new senior leaders having joined the Council. This Strategic Plan has been adopted whilst the economy is deteriorating nationally, public funding is under pressure and demand on services is becoming even greater and more acute. The more our residents struggle, the greater the demand for council services and support, whilst the pressures of inflation and potential for further government cuts, make those services more expensive to deliver.
- 6.6 The Strategic Plan, 'Working Together for a Better Hackney', sets out the ambitions for the Council as well as the challenges we face, and describes how we need to respond and change, working closely with residents and partners. The Plan is framed by the commitments for the 2022-2026 Labour administration and the priorities of the Directly Elected Mayor. Following the Mayoral by election in November 2023, Mayor Woodley has confirmed that the existing Mayoral priorities and the Strategic Plan will continue for the remainder of her term. They are underpinned by the Council's corporate values and the priorities for change. The Plan was developed with the Council's finances in mind. There is no certainty about future finances from the Government and we have had to make a lot of assumptions. We will need to be prepared to adapt the Plan as we face yet greater challenges, whilst keeping focused on the key outcomes and the key commitments we want to deliver. We have a role to play in driving economic recovery in a way that builds community wealth and continues to make the borough greener and fairer. As a leading institution in Hackney, we can use our assets, job opportunities and our buying power to benefit residents and the local community, and the Strategic Plan encourages others to join us.
- 6.7 To support the delivery of the Strategic Plan, we are ensuring it informs and frames Council service plans and performance management frameworks. The plan also

guides partnership working and workforce plans, as well as future strategies. Updates will be provided every year. The [first update](#), which was on how the plan was being mobilised, went to the Council annual meeting in May 2023. The next update is due to go to Council in July 2024.

6.8 In 2018, Hackney adopted a long term vision for the borough, [the Community Strategy](#), that has informed our plans and strategies including the [Local Plan 2033](#):

- A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth
- A borough where residents and local businesses fulfil their potential and everyone enjoys the benefits of increased local prosperity and contributes to community life
- A greener and environmentally sustainable community which is prepared for the future
- An open, cohesive, safer and supportive community
- A borough with healthy, active and independent residents

6.9 This vision recognised that, over the last twenty years, Hackney had become a vibrant place and that the Council had helped shape this dynamic economy and the opportunities that have been created for residents. The Community Strategy recognised that not all residents had benefited from the prosperity and set a broad strategic aim to focus on aspects of the economy we could influence, to enable better access and a share of good economic growth and prosperity.

6.10 Even when this vision was adopted four years ago we were operating in an increasingly constrained and difficult context. The Strategic Plan has considered risks and opportunities to achieving this vision and identified the key issues we now face:

- The cumulative impacts of the pandemic, the cost of living crisis and global crises
- A predicted budget gap for each of the years of this plan
- Economic uncertainty
- Low trust and confidence in the state in some sections of the community
- Population uncertainty after Brexit and the pandemic and in the context of the cost of living crisis
- Housing crisis making it virtually impossible to meet housing needs
- Meeting net zero targets - at the time of writing we are consulting on a Climate Action Plan which sets out how we might reach net zero by 2030 rather than 2040
- Working with uncertainty and crisis as the likely “new normal.”
- Workforce and leadership - we are asking more of our staff but they are also under pressure after so many crises, and now the cost of living crisis

Strategic Plan overview

6.11 Vision for the next four years:

Working together with our communities and our partners to tackle the unprecedented challenges that we face, we will make transformational change, we will co-produce and co-design solutions with residents, we will campaign for a better deal for Hackney; we will deliver outstanding public services; we will drive a fairer economic recovery; and we will make a better Hackney for everyone who lives and works here.

6.12 Mayoral Priorities

Working together...

FOR A FAIRER, SAFER HACKNEY

We will tackle inequality through poverty reduction, and anti-racism, providing at least 1000 more Council homes as we improve standards of our existing homes, and creating pathways into decent jobs. We will improve our customer services. We will create safe, vibrant, and successful town centres and neighbourhoods and foster strong, cohesive communities and a more inclusive economy.

FOR A GREENER, HEALTHIER HACKNEY

We will continue to lead the way in the fight against climate change, working towards a net zero Hackney, with cleaner air, less motor traffic, and more liveable neighbourhoods. We will transform adult and children's social care, tackle physical and mental health inequalities and continue to support, value, and give voice to our older and disabled residents.

FOR EVERY CHILD IN HACKNEY

We will work to ensure every child and young person in Hackney has the best start in life; shaping a more inclusive and high performing education system, maintaining our early years and youth services, keeping children safe and investing in their mental health and well being, providing access to outstanding play, culture, and sport, and opportunities; tackling child poverty, and supporting those families who need us most.

6.13 Underpinning our priorities is the need to **Tackle Inequality** head on in all that we do through:

- Tackling structural and systemic discrimination - embedding an anti-racist approach and ensuring accountability
- Taking protective, preventative and positive action, that tackles underlying issues, recognising there is proven bias in the system
- Promoting prosperity and wellbeing with targeted, positive action when needed
- Building strong, cohesive communities that are part of the solution
- Developing a workforce that is inclusive and anti-racist and reflects the

diversity of Hackney, at all levels

6.14 We also need to clear about the values that underpin the work that we do:

OUR VALUES

We are...

OPEN AND INCLUSIVE; AMBITIOUS AND PROUD; PIONEERING AND PROACTIVE

Putting our residents first: a Council that works for the people who live and work here

Securing Hackney's future: a Council that is financially sustainable and investing in what matters

Changing Together: a Council that is modernised, flexible, collaborative, and skilled to meet our future challenges.

6.15 We will be transparent around delivery and we have identified the key outcomes that will be tracked and the specific underlying priorities across the three main priority areas.

6.16 Fairer, Safer: Key Outcomes we will track

Income	Average pay in Hackney is about the same as London but lower than neighbouring boroughs (Earnings by place of residence).
Employment	Employment rate is 78.7% which is higher than before the pandemic and higher than the London average. (ONS annual survey). The proportion of people claiming out of work benefits is however also higher than London (6.3% compared with 5% in London).
Satisfaction with the place	85% percent of residents are either very satisfied or fairly satisfied with their local area as a place to live, which is slightly higher than in 2018 when it was 83%. (Hackney Residents' Survey 2022)
Trust in the Council	65% of residents are satisfied with Hackney Council, down from 68% in 2018 and 74% in 2013. 67% of residents say that they have trust in the Council compared with 73% in 2018 Social renters and Black residents are significantly more likely to give negative responses to all these questions.

6.17 Fairer, Safer priorities:

- Tackling poverty and inequality
- Responding to the Housing Crisis
- Making Hackney Safer
- Building trust and confidence
- Building community cohesion
- Promoting good growth: Jobs, businesses and regeneration

6.18 Greener, Healthier: Key Outcomes we will track

Net Zero	<p>Fuel used in buildings and vehicles are the biggest part of Hackney's 'territorial emissions.' Since 2010, emissions from buildings and road transport in Hackney have fallen by about 27%</p> <p>The majority, 74% of all emissions, come from 'consumption emissions' relating to goods and services, the vast majority of which are not created within Hackney's borders</p>
Air quality	<p>7% of deaths of people over 30 can be attributed to air pollution in Hackney. This is similar to neighbouring boroughs, Tower Hamlets and Islington but is slightly lower than London as a whole and is 2% higher than England.</p>
Life Expectancy	<p>Life expectancy in Hackney from birth is estimated in 2018-2020 to be 84 for women and 79 for men. Women's life expectancy has increased from 2001 from 80 and men's from 74 so there's a slightly larger increase for men, although the trends have broadly similar trajectories (Public Health England).</p>

6.19 Greener, Healthier priorities

- Maximising impact by seeing climate action as an opportunity to improve population health
- Responding to the climate emergency
- Improving health and wellbeing and tackling health inequality
- Shaping healthier places

6.20 Every Child: Key outcomes we will track

Infant mortality	<p>The infant mortality rate is 3.6 per 1000 births which is slightly higher than London and lower than England (no trend data available). Public Health Data published by the Office for Health Improvement and Disparities.</p>
Early years	<p>69.6% of reception pupils in Hackney schools are achieving a good level of development by the end of their first school year. This has remained at</p>

	<p>around the same level for the last 5 years and is lower than London (74.1%) and England (71%).</p> <p>2019 data from the Department of Education (this is the latest published data, assessments were not carried out during the pandemic)</p>
Education	<p>Hackney's average "Attainment 8 Score" is 54 which is the same as London and higher than England (50.9). Although attainment has improved over the last 5 years, students on free school meals, Turkish Kurdish Cypriot pupils, Caribbean pupils (boys) and Orthodox Jewish pupils face inequalities in outcomes.</p> <p>(each pupil's score is calculated by adding up the points for their 8 subjects, with English and Maths counted twice) Department of Education data for 2021.</p>
Children's health	<p>27.4% of children in year 6 (at 10-11 years old) are overweight which is worse than London (23.7%) and England (21%).</p> <p>This rate has not changed in recent years.</p> <p>Public Health Data published by the Office for Health Improvement and Disparities.</p>

6.21 Every Child priorities

- Every child is safe
- Every child is healthy, every child develops positive and caring relationships and feels seen and heard
- Every child's needs are identified and responded to early
- Every child fulfils their potential
- Every child is equipped for adulthood and has choice over their future

How we will work

6.22 The more our residents struggle, the greater the demand for council services and support, whilst the pressures of inflation make those services more expensive to deliver. This also puts a greater strain on staff. This means we will need to fundamentally change the way we deliver some of those services, so we can safeguard them for the future. Ultimately, we want our residents, staff and our peers in local government all to think Hackney is one of the best Councils in the country. Without the changes set out below, we do not think we will be able to achieve this ambition and the aspirations set out in the Strategic Plan.

6.23 The way we work is going to be as important as what we do, because this is how we can be most impactful and create the right working relationships and conditions for work to be sustained. We want to be a Council that works for the people who live and work here - putting residents first. We need to be financially sustainable and invest in what matters to have a secure financial future. We want to be a

Council that is modernised, flexible, collaborative, and skilled to meet our future challenges.

6.24 We will do this by:

- **Using data more effectively to help us understand problems in a more holistic way**
- **Building capabilities across our services-** bringing frontline staff directly into how we do change and creating development opportunities for all staff.
- **Enabling service areas to access a broad set of skills to support change.**
- **Implementing a Corporate Landlord Operating Model and creating the right governance frameworks** - the concept of a Corporate Landlord is that management around all property assets is carried out at a corporate and strategic level, rather than at a service level.
- **Measuring and evaluating our work** so we know what to do more of and what we need to do less of in the future.
- **Working in the open by creating opportunities for residents to participate in our work** so that we can ensure our services and decisions are co-designed and informed by the communities we serve.
- **We will work to close the digital divide and make better use of digital technology to modernise and innovate** where we can to create better experiences for our residents and staff.

6.25 The following ways of working were developed over the last four years and put into practice during the pandemic and we are now seeking to embed this further through working at all levels to support staff and partners with the right skills and tools:

- **Seeing communities as assets and putting residents first**
- **Inclusive, open and humble and anti-racist**
- **Collaborative working**
- **Place shaping and community wealth building**

Priorities for strategic partnership working

6.26 As a partnership we need to be more outward facing and collaborative, working across the whole system to find the right sustainable solutions. This will require leaders to work across boundaries with a greater degree of flexibility and openness to change than they have perhaps been used to. Working with universities can help us improve many of the challenges in the Strategic Plan, developing the way we work and tackle the most intractable issues in an evidence based way, as well as shaping a more inclusive economy by working with local institutions to design learning for local people and businesses.

6.27 The Council is proactively developing local partnerships, as well as assessing all the partnerships already in place across the Council, so we can maximise and strengthen these links in support of the Strategic Plan. We need to ensure that we

have systematic ways to engage with a diverse range of partners, whether they are large or small, focused on the whole borough or hyper local and across all sectors - other statutory partners, the voluntary and community sector and social enterprises and the private sector and business community. We have discussed the Strategic Plan priorities with partners. The following are emerging shared priorities for how we work and what we focus on together, which will be developed further:

- Rebuilding trust and confidence with communities
- Tackling inequality
- Net Zero Commitment
- Shared challenges for our workforce

6.28 We will continue to invest in the priorities set out in the Strategic Plan through our ongoing revenue budgets and the table below is a high level exposition of how as well as delivering our statutory services a large proportion of what we will spend in 2024/25 will be on teams and services that contribute to delivering against these objectives.

6.29 The table also highlights the specific investment which was allocated last year and continues through 2024/25 to deliver the manifesto and how this investment contributes to the delivery of the objectives set out in the Strategic Plan.

Fairer Safer priorities (Gross budget £599.0m, Net budget £51.2m)
<i>Promoting good growth: Jobs, businesses and regeneration</i>
<p>Jobs and businesses</p> <ul style="list-style-type: none"> ● Maximise and shape employment opportunities, continue to be a London Living Wage employer and ensure our suppliers do the same. ● Develop the Council’s employment, lifelong learning and apprenticeship programme. ● Support local businesses, developing those with a social ethos and helping them respond to the opportunities and threats of achieving net zero. <p>Shaping places</p> <ul style="list-style-type: none"> ● Finalise and adopt area based plans for Dalston, Stamford Hill and Shoreditch and start on Clapton and Homerton. ● Adopt and deliver the Hackney Central Town Centre Strategy and area based plan. <p>Delivering on Manifesto Commitments:</p> <ul style="list-style-type: none"> ● We continue to resource support towards the setting up of co-operatives where there is failure in the market or public sector delivery. ● We continue to develop the ‘SpaceBank’ initiative bringing together council owned buildings to ensure the Council is supporting local businesses, social enterprises, voluntary, community and third sector tenants through the properties it owns.
<i>Tackling poverty and inequality</i>

- Take action in the short and long term to respond to this priority, creating the safety net needed for our residents.
- Continue to deal with the underlying causes of poverty and inequality and develop new equality priorities.
- Play our part along with the rest of London in supporting refugees and asylum seekers
- Maximise employment opportunities and support.

Delivering on Manifesto Commitments:

- We continue to invest in services to sustain the support for those in poverty that will be needed for the next few years. This will be achieved through our work building local partnerships that support our residents at grassroots level, through the Money Hub and through developing long term access to affordable food. We continue our work, as a Right to Food borough, to end holiday hunger in our schools; work together with the Hackney Food Justice Alliance and the Community Partnership Network to end hunger in Hackney; deliver on our Food Poverty Action Plan; and ensure there is emergency support when needed, while also promoting access to good, nutritious food.

Responding to the Housing Crisis

- Continue to maximise opportunities for developing genuinely affordable housing.
- Campaign to improve standards in the private rented sector and offer support to residents who face the risk of eviction.
- Review the impact of the Council Lettings Strategy adopted in 2021.
- Develop an Ending Homelessness Strategy.

Delivering on Manifesto Commitments:

- We continue to help those in the private rented sector secure the repairs needed to ensure their homes are safe and free from damp and mould building on the focus and investment in our Council homes, included as part of our Housing Revenue Account budget proposals, which will continue to fund our repairs service to provide a swift, more focused response to improve repairs and tackle damp and mould in our own homes.
- We continue to deliver a council-led Building Control service that will ensure new development in Hackney meets the highest fire safety standards and we will be ready to implement the post-Grenfell recommendations.

Making Hackney Safer

- Work in partnership to reduce crime and anti-social behaviour and progress actions to tackle hate crime. Progress a Hackney Nights Strategy.
- Support people into drug treatment and recovery programmes
- Continue to prioritise building and fire safety recommendations for all housing in Hackney.

Building trust and confidence

- Work with the Police to build trust and confidence through shared action.
- Take action at all levels to become more inclusive and anti-racist and to develop cultural humility.

Building community cohesion

- Value and invest in volunteers and the voluntary and community sector including £2.6m investment through community grants.
- Work with creatives to help them shape the cultural life of the borough.

Greener Healthier priorities (Gross budget £207.8m, Net budget £107.9m)

Responding to the climate emergency

Adaptation

- Work with residents to be prepared for the impacts of climate change - overheating, flooding, and ensuring planting is resilient to climate change.

Buildings

- Adapt existing buildings and set new guidance for new development.

Transport

- Reduce greenhouse gas emissions from the transport network, improve air quality and help residents live active and healthy lifestyles.

Consumption

- Encourage residents to change what and how we buy, use and sell, creating a new green economy in Hackney.

Environmental Quality

- Maximise the potential for biodiversity in our green spaces, reducing pollution and helping local ecosystems thrive.

Delivering on Manifesto Commitments:

- We continue to invest to expand our Zero Emissions Network across the whole of Hackney embedding the importance of the programme and making it less dependent on external funding. We will also establish Hackney Light & Power as a publicly-owned municipal energy company to accelerate our efforts to deliver renewable energy across the borough.
- We continue to develop enhanced and expanded Supplementary Planning Guidance on green infrastructure, including vertical forests, green thoroughfares and gardens - ensuring developments include high levels of infrastructure to support biodiversity. We are also developing a Circular Economy Strategy to transform our attitudes towards the way we create, consume and dispose of rubbish, with the objective of significantly reducing Hackney's borough-wide carbon footprint through reduce, reuse and recycle.
- We are planning to launch the Hackney Community Municipal Investment - Green Loan - in the Spring to enable local residents to invest in local projects to support the decarbonisation of our Borough and leave a lasting local net zero legacy.

Improving health and wellbeing and tackling health inequality

Developing an integrated care system

- Deliver the priorities of the Health and Wellbeing strategy for 2022-2026 which has a specific focus on mental health, social connection and financial security.
- Deliver the new Integrated Mental Health Network and establish a Black Thrive programme.
- Deliver the ambitions of the Smokefree 2030 commitment.
- Continue action with partners to reduce obesity through Hackney Healthy Weight Strategic Partnership.
- Work with partners on the City and Hackney Health and Care Board to reduce health inequalities through earlier intervention and more targeted treatment.

Shaping Healthier places

- Review our day services provision to improve choice and personalisation.
- Promote the Healthy Streets Approach and support Play Streets and School Streets.
- Encourage food growing, with a focus on estates.
- Improve leisure centres and parks, investing in new, free, outdoor gym facilities.
- Develop a new design guide to ensure that the public realm and buildings are inclusive and accessible for all.
- Progress work to make Hackney a place where residents can age well.

Delivering on Manifesto Commitments:

- We will ensure that the location of all public toilets across the borough are well publicised and we will continue to modernise the facilities, ensuring they are inclusive and well signposted and free.
- We are building on the principles we have already established through the Child Friendly Borough planning guidance, the Ageing Well Strategy, and our Hackney an Accessible Place for Everyone and co-producing a new design guide with disabled and older people to ensure that our streets, parks, estates, public buildings, high streets and public spaces are inclusive and accessible for all.

Every child (Gross budget £410.5m, Net budget £97.4m)

Every child is safe

- Develop a Care Charter for all the children in our care.
- Develop the Edge of Care Strategy to focus on earlier intervention.
- Focus on safeguarding children during adolescence including through contextual safeguarding.

Every child is healthy

- Continue the Wellbeing and Mental Health in Schools (WMHS).
- Develop a Healthy Schools Charter.

Every child's needs are identified and responded to early

<ul style="list-style-type: none"> • Develop a new early help offer, including developing a number of strategic children's centres into new Children and Family Hubs. • Develop and deliver our <u>Autism Strategy</u> and SEND Strategy. • Reshape our SEND services. • Increase the number of places provided for children with SEND within the borough.
<p><i>Every child fulfils their potential</i></p>
<ul style="list-style-type: none"> • Establish an Affordable Childcare Commission. • Liaise with schools, including Alternative Provision providers, to ensure a whole school commitment to the principles of inclusion. Continue to roll out a 'no need to exclude' policy across our schools.
<p><i>Every child is equipped for adulthood and has choice over their future</i></p>
<ul style="list-style-type: none"> • We will maintain and champion Young Hackney services. • We will also codesign a Leaving Care Plan. <p>Delivering on Manifesto Commitments:</p> <ul style="list-style-type: none"> • We continue our commitment to create a 10 by 10 Programme to ensure by the time they are 10 years old, every child in Hackney has access to at least 10 different activities and we will go further to promote youth participation in our democratic functions by inviting young people to attend each of the Scrutiny Commissions, to help make sure council decisions and services work for young people.

6.30 We are also making long-term commitments in our priorities through our capital programme, further details are provided later in this report but in summary:

Priority	Example Projects	23/24 £m	24/25 £m	25/26 £m	26/27 £m	Total £m
Fairer, Safer Hackney	Maintaining the homes of our Council residents, Housing Regeneration Schemes delivering more and improved homes, the Britannia Scheme also delivering new homes, Stoke Newington Library Refurbishment, improved accessibility at Stamford Hill Library, investment in temporary accommodation and new GP surgeries.	149.6	267.7	374.3	467.0	1,258.6
Greener, Healthier Hackney	Essential Maintenance to Leisure Centres including Kings Hall, London Fields Learner Pool, Parks Infrastructure, Parks Depot, Highways Planned Maintenance, Waste & Fleet Replacement and specific Green projects including	44.2	61.0	37.0	14.5	156.8

Priority	Example Projects	23/24 £m	24/25 £m	25/26 £m	26/27 £m	Total £m
	Cycle Hangers and Electrical Vehicle charging points.					
Every Child in Hackney	Investment in the maintenance of our schools and delivery of additional in-borough, SEND places.	14.0	21.1	9.1	5.1	49.3
Corporate Cross-cutting	Stoke Newington Town Hall and investment in ICT to support a range of our services.	4.9	7.6	0.3	0.3	13.1
Total		212.7	357.4	420.8	486.9	1,477.8

Cumulative Impacts

6.31 Guidance from the Equality and Human Rights Commission advises that 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. This means that alongside ensuring that equality impact assessments are carried out for individual decisions that have a material impact on staff or residents, we also undertake a cumulative impact assessment when there are a range of savings or changes being proposed at the same time.

6.32 Equality impact analysis was undertaken as part of developing individual savings proposals. This analysis has been used to pull together the cumulative impact assessment that has been shared iteratively with decision makers so that it can support final decisions going into the budget 24/25. A final cumulative equality impact assessment is published here along with the final budget for 24/25. It will be kept under review to support future budget setting, the implementation of savings and to help shape transformation and inform corporate planning. The assessment has been done at the same time as we have been developing a new Equality Plan for Hackney for 2024-26 and the plan has been informed by the assessment.

6.33 This assessment considers cumulative impacts on specific groups:

- The compounding impacts on a **specific equality or vulnerable group (resident or employee)** that arise from changes across a set of services
- **How the wider social, fiscal and economic context** might be impacting some groups disproportionately who are also impacted by changes to services

This assessment also looks at potential impacts on other services and the community and place.

6.34 A full assessment is provided at Appendix 12 .

7.0 COMMENTS OF THE INTERIM GROUP DIRECTOR OF FINANCE

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

8.0 COMMENTS OF THE ACTING DIRECTOR OF LEGAL, DEMOCRATIC AND ELECTORAL SERVICES

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.

8.3 The Council's Constitution details the procedure that is to be followed in the event that there is a conflict between Cabinet and the Council with regards to the setting of the budget / council tax. This procedure complies with the requirements set out in the Local Authorities (Standing Orders) (England) Regulations 2001.

8.4 Section 149 of the Equality Act 2010 sets out the public sector equality duty which requires the Council, when exercising its functions to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimisation and other conduct prohibited under the Equality Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. Compliance with this statutory duty is dealt with via the specific Equalities Impact Assessment undertaken for this decision.

8.5 There is a requirement to publish notice of the amount set for Council Tax in at least one local paper within 21 days of the Council's decision under section 38(2) of the Local Government and Finance Act 1992.

9. THE COUNCIL'S GENERAL FUND FINANCIAL PERFORMANCE IN 2023/24

9.1 Based on Directorate returns, the General Fund forecast for 2023/24 at the end of December 2023 is an overspend against the revenue budget of £8.766m.

Table 1: Overall Financial Position (General Fund) December 2023

Revised Budget £000	Service Area	Forecast Variance Before Reserves £000	Appropriation to Reserves £000	Reserves Usage £000	Forecast Variance After Reserves £000	Change in Variance from last month £000
£k		£k	£k	£k	£k	£k
98,317	Children and Education	9,004	45	-4,404	4,644	450
127,651	Adults, Health and Integration	15,994	160	-6,199	9,954	214
37,474	Climate, Homes & Economy	5,009	210	-4,141	1,078	142
28,109	Finance & Corporate Resources	4,238	251	-2,529	1,960	-286
16,266	Chief Executive	2,743	179	-3,301	-379	-130
47,618	General Finance Account*	0	0	0	0	0
355,435	SUB TOTAL	36,988	845	-20,574	17,257	390
	Less the budget provision for demand pressures, cost pressures and the ongoing impact of Covid and Cyber				-3,500	0
	Less Corporate Savings				-1,124	0
	Less Backdated HMRC Refund				-867	0
	Less 2023-24 Pool Surplus				-3,000	-3,000
	GENERAL FUND TOTAL				8,766	-2,610

*The GFA includes budgets for items such as Concessionary Fares, Levies, capital items, pension contributions, corporate contingency and the energy provisions and is forecast to budget subject to review in the fourth quarter.

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 2023/24 unallocated General Fund reserves of £17.0m brought into 2023/24 will be unchanged going into 2024/25, notwithstanding this, the Interim Group Director of Finance is recommending an increase in the unallocated General Fund reserve to £20m over the medium term period to 2026/27 (see Section 19 below). The remaining overspend of £8.766m will be funded by unspent contingencies, the GFA underspend, provisions, unspent grants and reserves.

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, there must be a balance between holding back contingencies to mitigate against unforeseen circumstances and the recognition that in an environment of budget reductions, contingencies at too high a level could result in reductions to other budgets and therefore services. The Interim Group Director of Finance is content to maintain the total level of corporate contingencies at £2m for 2024/25. 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

2024/25, as those that apply to 2023/24, 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 Interim Group Director of Finance 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 2024/25

Background and context

- 10.1 Planning for the 2024/25 budget has been set against the continuing uncertainty over the main funding streams, which was not fully resolved until the Provisional 2024/25 Local Government Finance Settlement (LGFS) was published on 18th December (and the final settlement was published on 5th February 2024) following the 2023 Autumn Statement in November. Disappointingly once again, this Settlement demonstrates a short-term approach to funding local government. In particular, there is little or no information on funding streams in 2025-26 and beyond. Hackney in common with other Councils, is experiencing acute budgetary pressures which are only exacerbated by this approach.
- 10.2 In November 2023, Cabinet approved our continued participation in the localised London business rates pooling scheme in 2024-25. We joined the scheme in 2022-23 and continued to participate in 2023-24. The scheme comprises the City of London and 6 other London boroughs. In 2022-23 and 2023-24, we received a significant financial benefit, estimated to be £5.1m over the two years; and work by the scheme's financial advisers, LG Futures, suggests that the 2024-25 scheme will deliver a financial benefit of £1.6m to £2m to the Council.
- 10.3 Directorate savings plans have been formulated as part of the 2024/25 budget processes totalling £12.7m in addition to other expenditure reducing measures including a review of provisions for council tax and business rates. These were approved at July and December 2023 Cabinet and January 2024 Cabinet.
- 10.4 As has been the case in previous years, budget proposals were subject to budget scrutiny. This year that process was extended and incorporated a Group Director presentation to Scrutiny Panel in July 2023 which gave members important context on where the Council spent its budget, the medium term financial plan incorporating the estimated budget gap and the cost pressures faced. Following on from this the various Scrutiny Commissions held private Scrutiny Sessions to review proposals within their specific remits.
- 10.5 The process was far more intense than previous years, partly reflective of the increasing financial challenges the Council faces, which we do not repeat here, but are clearly set out elsewhere in this report. Where there were two private budget scrutiny sessions in setting the 2023/24 budget, for 2024/25 there were nine separate sessions.

- 10.6 Following receipt of the Budget Scrutiny Report which is included at Appendix 13, an Executive response was provided and is included at Appendix 14. This response addresses Scrutiny comments raised in respect of the overarching themes and cross-cutting issues, as well as lessons learnt for future years. In most instances this is to provide further background and context to the comments made. Overall the Scrutiny process provided invaluable input to the process and the focus and depth of the work undertaken this year is very much welcomed. While challenging at times, this is as it should be. Overall, there appears to be a consensus on the lessons learnt and it is helpful that these have been highlighted at this stage as we acknowledge the milestone of presenting this year's budget report to Council and continue on the cycle of addressing our medium term financial challenges.
- 10.7 The budget proposals have allowed the Council to propose a balanced budget despite the ongoing impact of significant reductions in real terms financial support from Central Government. Some risks have been highlighted in relation to the delivery of some of the savings proposals which have been agreed. This is part mitigated by these savings being 'back loaded' i.e. the majority of cashable savings to be delivered beyond 2024/25, which gives the opportunity for subsequent review and additional plans. The risk in relation to the savings profile to be delivered in 2024/25 is mitigated by earmarked reserves.
- 10.8 Of course identifying budget savings proposals to offset a reduction in financial support is only part of the budget setting process. For 2024/25, 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, additional savings and allocation of specific Government grants. Earmarked reserves will also be set aside at year end to mitigate against some of these risks. 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, inflation and its impact on cost pressures has been for service areas to manage pressures within their budgets wherever possible including by factoring one-off funding and grants (for example, the Social Care Grant and the Homelessness Prevention Grant) as far as possible. Although 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 and for which budget growth has been added.
- 10.10 This strategy has become increasingly more difficult given the escalating demands on services (particularly social care) and the reductions in external funding. For 2024/25 - 2026/27 significant budget growth was built into the medium term financial plan to address some of these pressures.
- 10.11 For 2024/25 in particular the following growth has been added to budgets.

- Assumed Pay award for 2024/25 at 3% but held corporately until pay award is agreed (£6.6m); and growth in respect of the shortfall against pay award assumed in 2023/24 (£6.5m)
- Assumptions in relation to increases in demand for social care (£11.6m) taking account of increases in social care grant (£10.4m).
- Other directorate cost pressures including homelessness prevention, pressures in environment operations and parks and green spaces caused by increasing number of households (£3.7m).
- Increase in the budget for minimum revenue provision and external interest as a result of an increased reliance on borrowing to fund the Council's capital programme (£3.8m).
- Increase in concessionary fares and the NLWA levy (estimated £4m in total).

10.12 The estimates in respect of the above growth items are reviewed on an ongoing basis as the current year picture emerges and as more information becomes available and estimates adjusted accordingly where appropriate. The forecast estimate in adults and children's social care expenditure has increased significantly in 2023/24 compared to 2022/23 and there is an extremely high risk that expenditure will exceed budget for 2024/25. It is emphasised that work is underway in both these areas which aims to address cost pressures, but given trends in recent years an earmarked reserve will be set aside at year end to mitigate this risk.

10.13 Funding for Directorate cost pressures where there is certainty over the impact are allocated to Directorate budgets, but where the impact of pressures are unclear, resources are held corporately until such time as the pressure emerges and will only be allocated to Directorates following agreement of the Interim Group Director of Finance and after it is clear that the pressure cannot be managed from within the current directorate cash limits and/or additional funding streams. This includes energy and fuel costs where following the significant increases in prices of a couple of years ago a significant provision is held corporately and kept under review.

11. THE PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2024/25

11.1 The key points of the Statement that impact on Local Government are as follows: -

- Core Spending Power (CSP) will increase by 6.5% in cash terms across England.
- The Council Tax referendum threshold will remain at 3%. Eligible local authorities can set an adult social care precept of up to 2% without a referendum.
- Compensation for under-indexation of the business rates multiplier will total

£2.6bn in 2024-25, an increase of £377m in 2024-25

- The CSP funding guarantee introduced in 2023-24 continues in 2024-25 to ensure authorities receive a minimum 3% increase (before local council tax decisions).
 - The Social Care Grant will increase by £692m in 2024-25 to £4.5bn. The majority of this will be allocated using the ASC relative needs formula.
 - The Market Sustainability and Improvement Fund (MISF) will be £1.1bn in 2024. This now includes the rolled in MSIF Workforce fund with total funding levels between the two funds unchanged from 2023-24.
 - The Improved Better Care Fund (IBCF) will continue with the same quantum and distribution as 2023-24. The ASC Discharge Grant will increase by £200m nationally using the existing IBCF grant formula.
 - The New Homes Bonus will continue in 2024-25 as an annual grant at the same level and using the same calculations as the previous year.
 - Services Grant will reduce by £406m in 2024-25 to £77m in England, and a proportion will be held back as contingency for any unexpected movements (e.g. within the New Homes Bonus Grant).
 - Public Health and Homelessness Prevention Grant allocations have not yet been announced.
 - The Government launched a data collection exercise and is seeking to consult on the potential of using financial levers in future settlements to disincentivise the practice of implementing a four-day working week.
- 11.2 Hackney's CSP has increased by 6%, from £336.6m to £356.8m. However, this will be entirely offset by inflation and will leave us significantly below our 2010 real terms funding levels.
- 11.3 A continuing issue with the calculation of Core Spending Power, is that what is presented as "making available" funding is in large part, the ability for local authorities to raise council tax to cover shortfalls in government funding. This hurts our community, especially given the regressive nature of council tax, and the additional burden this places on residents already suffering multiple pressures through the cost of living crisis.
- 11.4 Social Care Grant increased broadly in line with the announcement in the 2022 Autumn Spending Review - the main difference being the additional ASC Market Sustainability and Improvement Fund (MSIF) funding that was announced in July 2023. Overall our entitlement to Social Care Grant, MSIF and the ASC Discharge Fund increased from £34.478m in 2023-24 to £44.963m in 2024-25

- 11.5 Hackney's Services Grant entitlement will reduce from £4.5m in 2023-24 to £0.7m in 2024-25. This is a significant reduction for which we were given no prior warning.
- 11.6 The Provisional Statement made no indication that the Household Support Fund, due to end in April 2024, would be extended. The fund provides councils with essential funding to help low-income residents struggling to afford their energy bills and fund emergency food support services. The Fund is worth £5.6m in 2023-24.
- 11.7 Finally, the 2024/25 Provisional Local Government Finance Settlement gave us little information of funding allocations for the following years. Little is known about the aggregate Local Government budgets post 2024-25 and still, no decision has been taken on the timing and scope of the local government funding review and business rates reset.
- 11.8 On 24th January 2024, the Government announced that it would increase local authority funding over and above that announced in the provisional 2024-25 LFGS, by £600m. The funding will primarily see an additional £500m added to the Social Care Grant. In addition, £100m will be added to: - the Fair Funding Guarantee, increasing it from 3% to 4% (the Fair Funding Guarantee ensures all councils will receive at least a 4% increase in core spending power in 2024-25; the Rural Services Delivery Grant total; and to the Internal Drainage Boards allocation. As a result of this, LBH's CSP increased by an estimated £3m to £359.7m (+6.9% from 2023/24)
- 11.9 On future funding levels the Autumn Statement 2023 stated that planned departmental spending will grow at 1% a year in real terms (accounting for inflation) from 2025-26 to 2028-29. No detail was given on how individual departments will be affected but the Institute for Fiscal Studies have estimated that, based on reasonable assumptions about what may be needed for the NHS and schools and existing commitments on defence, overseas aid and childcare, funding for other services in England may need to be cut by an average of over 3% per year in real terms. It follows that pressures on external funding allocations are likely to continue if these departmental spending plans are carried out.

12. GENERAL FUND PRINCIPLES 2023/24

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 inflation figures from the Bank of England are as follows:

	Year on year increase CPI
November 2020	0.3%

November 2021	5.1%
November 2022	10.7%
November 2023	3.9%
2024 (Estimate)	3%

- 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. Where known to be unmanageable within existing cash limits, specific provision has been made in the budget proposals as set out above.
- 12.3 For 2024/25 we have assumed an additional 3% on pay budgets (£6.6m).

Concessionary Fares

- 12.4 The costs associated with Concessionary Fares have witnessed a rise as the effects of the Covid pandemic recede. The resurgence in travel demand, particularly among Freedom Pass holders, has led to a substantial increase in journey volumes. Consequently, the borough charges have seen an increase forecast for the 2024/25 period, with Hackney's estimated charge at £10.6m, an increase of £1.9m compared to the previous year. This heightened expenditure has been incorporated into our budget assumptions for 2024/25. We anticipate a sustained uptrend in demand beyond 2024/25, and are actively engaged with London Councils on cost projections, which will be built into our medium term financial planning.

North London Waste Authority Levy

- 12.5 The North London Waste Authority (NLWA) charges Hackney, by way of an annual levy, for the disposal of the Borough's waste from residents and businesses. The levy in 2024/25 is estimated to be £9.8m (excludes chargeable household waste cost), which is a circa £2.3m increase from the previous year.
- 12.6 The Council is one of seven constituent boroughs of the North London Waste Authority (NLWA). NLWA handles waste disposal on the Council's behalf and recovers the costs from the Council by way of a levy. Borough levies are apportioned between the constituent boroughs in accordance with an Inter-Authority Agreement entered in 2015. The NLWA is presently undertaking a refresh of its treatment infrastructure in the North London Heat & Power Project (NLHPP). This project involves £1.2bn (2019 cash price base) of expenditure on new assets including a 700,000 tonne Energy Recovery Facility and a Resource Recovery Facility. As a result of this and partly because the current treatment assets are fully depreciated, the NLHPP will cause an increase to the Council's levy, by 2033-34 the increase will be in the range £3m-£7m per year. This increase will impact on the levy as the assets come into use, with most of the increase being in place by 2027/28. Constituent boroughs have been kept up to date by NLWA on likely levy increases arising from the NLHPP since 2019.

- 12.7 We could see our annual levy increase to £16m by 2027/28. Mitigating this additional cost, through waste minimisation and maximising recycling, is key.

Use of Reserves

- 12.8 These budget proposals do not include any planned use of reserves. It is emphasised though that the Council holds earmarked reserves against a number of risks and that should cost pressures continue to rise across service areas these reserves will be called upon. Further detail in this regard is set out in the statement by the S151 officer on the robustness of estimates and the adequacy of proposed reserves at Appendix 11.

Pension Fund

- 12.9 In previous Budget Reports, Members have been provided with updates on the Fund's climate targets, the impact on the Pension Fund of the McCloud case, changes to the Fund through asset pooling and the 2022 valuation process and how this might impact on Council budgets.
- 12.10 The 2022 valuation process is now complete, with the final valuation report signed off on 30th March 2023. To assess the funding level, the Fund Actuary took into account a wide range of factors to assess the liabilities that the Pension Fund needs to meet over the longer term and the assets that the Fund holds to meet these liabilities. As at 31 March 2022, fund assets totalled £1,965m, while liabilities were £1,861m, resulting in an overall funding level of 106%. The overall monetary surplus (the gap between assets and liabilities) was £104m.
- 12.11 Following the receipt of the valuation data, discussions took place with employers in the fund to determine appropriate contribution rates. Given the position of the Council as a long-term stable employer, the Council's contribution rate was reduced to 27% for 2023/24, 2024/25 and 2025/26. The reduction has been achieved through a realistic approach to funding the Council's pension scheme, recognising that maintaining contribution rates in the short term can reduce longer term funding pressure on the Council.
- 12.12 It should be remembered that the valuation is heavily reliant on the actuarial assumptions used and that the stated funding level is extremely sensitive to those assumptions. The Fund's Actuary has confirmed that the assumptions used for 2022 valuation remain valid, although it should be noted that the value of both the Fund's assets and liabilities have decreased during the recent period of high inflation.
- 12.13 Benefits built up by some LGPS members between 2014 and 2022 may be affected by the McCloud case, which ruled that transitional protections introduced in 2014 to older members were discriminatory against younger members of the scheme. The Fund Actuary has made an allowance in the 2022 valuation for the cost of these potential increases based on guidance from the Department of

Levelling Up, Housing and Communities (DLUHC). The impact is expected to be minimal for most employers; the impact on the Council as an employer will become clearer as the project progresses.

- 12.14 The Pension Fund has continued to work hard to collaborate with other LGPS funds both through national procurement frameworks and through the London Collective Investment Vehicle (LCIV). LCIV is part of the Government's asset pooling agenda for LGPS funds, which requires funds to pool their investment assets to achieve economies of scale, greater assurance around governance, reduced costs and an improved capacity to invest in infrastructure. The Pension Fund has now transferred a significant portion of its assets onto the CIV platform, through implementation of its agreed investment strategy.
- 12.15 The Fund will continue to move further assets to the LCIV as suitable funds to deliver its investment strategy become available. Over time such changes may deliver significant benefits in terms of cost savings and opportunities to benefit from investment returns. 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.
- 12.16 In 2016, the Fund set a target to reduce its exposure to carbon reserves across its equity portfolio by 50% over 6 years. Between 2016 and 2022, the Fund was able to reduce this exposure by 97%, significantly exceeding the 6 year target. Whilst significant progress has therefore already been made, the previous target did not capture the Committee's wish to make a positive contribution to the transition to a low carbon economy. The Committee has therefore set 3 new interim targets to focus on the positive climate impact of the Fund's investments and help measure progress against the Fund's 2040 net zero ambition.
- 12.17 The Fund's new climate targets are as follows:
- to reduce the fund's carbon footprint by 50% by 2030. This will cover carbon emissions across all sectors of the economy, unlike the fund's previous carbon reserves target which focused on energy companies.
 - to align the fund's portfolio to a 2C warming scenario by 2030 with a 1.5C goal for 2040. This is a forward-looking target to help the fund focus on driving change in the real economy by investing in assets that make a positive contribution to the transition to net zero.
 - to allocate 10% of assets to climate solutions over the next five years. This could include assets that help avoid carbon emissions, such as renewable energy or nature-based solutions such as sustainable forestry which can help remove carbon from the atmosphere.

Whilst these targets do not contribute directly to the Council's budget savings, robust management of ESG risk could make a positive contribution to future Fund performance, helping to reduce pressure on the Council's contribution rate over the longer term.

13.0 COUNCIL TAXBASE, COLLECTION RATE AND COLLECTION FUND SURPLUS

- 13.1 For 2024/25, the referendum limit is 2% for the social care precept and 2.99% for general spending.
- 13.2 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 2.99% in respect of other services giving a total increase of 4.99% for 2024/25. This proposal will generate around £5m in additional resources which will help protect adult social care services and other services.
- 13.3 To determine the total amount of income to be raised from Council Tax for 2024/25, both the amount expected to be collected (the collection rate) and the physical number of properties in the Borough (the taxbase) must be considered.
- 13.4 There are a number of factors to be considered when assessing the likely collection rate for 2024/25. Collection rates since 2020/21 have been adversely affected by the Covid-19 pandemic, the cyber attack and latterly by the cost of living crisis. The collection rate for council tax in 2023/24 was set at 92.5% but now the Council Tax and NNDR databases are up to date and the systems are fully operational, we expect a higher collection rate in 2024-25. However, the collection rate will continue to be depressed by the cost of living crisis. It is very difficult to estimate what the actual rate will be given the impact of this on residents' ability to pay which make it, as ever, more important that we continue to provide and signpost to support where it is needed in a timely manner to prevent arrears positions escalating for taxpayers. Notwithstanding this we believe a collection rate of 93.5% is achievable and this is what we have assumed in the taxbase calculations.
- 13.5 If actual collection in the forthcoming year exceeds the budgeted collection rate this could generate a surplus in the Collection Fund which would provide additional one-off resources available for use in 2025/26 and beyond, either for one-off revenue spending (including on expenditure pressures) or the Capital Programme. If on the other hand, the collection rate set is over-optimistic, this may result in a deficit on the collection fund at the end of 2024/25, the major part of which would need to be met from Hackney's 2025/26 Budget.
- 13.6 A collection rate of 93.5% results in a tax base of 77,766.9 Band D equivalents.
- 13.7 The calculation of the taxbase for 2024/25 was finalised and approved by Council on 24th January 2024.

14. OVERALL POSITION ON THE GENERAL FUND

14.1 The overall 2024/25 proposed budget position is summarised in the table below.

TABLE 2: NET EXPENDITURE BUDGETS 2024-25

Table 2	2024/25 Budget £m	2023/24 Budget £m
Net Expenditure Budgets		
Adults Services	93.134	85.417
Public Health (Note 1)	37.811	36.324
Children's Services	62.212	58.834
Education	23.229	22.001
Education – Schools Budget (estimate)	255.521	239.086
Less Dedicated Schools Grant (estimate)	-255.521	-239.086
Climate, Homes & Economy	21.211	18.696
Chief Executives	21.158	20.683
Finance & Resources	61.154	55.290
HRA Recharge	-8.000	-8.000
Directorate Cash Limits (Note 2)	311.909	289.246
General Finance Account (Note 3)	65.950	66.189
Net Expenditure Budget	377.859	355.435
Revenue Support Grant Allocation	-43.696	-40.982
Top up Grant (Note 2)	-74.222	-68.084
Retained Business Rates adjusted for prior year surplus	-54.299	-48.357
Public Health Grant	-37.041	-35.871
New Homes Bonus Grant	-0.185	-1.901
Services Grant	-0.707	-4.491
Better Care Fund	-7.700	-7.700
Additional Better Care Fund	-14.137	-14.136
Prior year Council Tax surplus	-1.670	1.751
Other Income including S31 Grants (Note 4)	-34.864	-32.403
Resources	-268.521	-252.174
Council Tax Requirement	109.338	103.260

Note 1: Set equal to the 2023-24 actual grant as 2024-25 grant not published at the time of writing. Any additional funding will be vired to the service in 2024-25

Note 2: The increase in cash limits is primarily due to the 2023-24 pay award exceeding the budget provision (the additional costs are rolled into the 2024-25 budget) and the allocation of additional funding to manage additional cost pressures and growth

Note 3: The GFA includes budgets for items such as Pension contributions, Concessionary Fares, NLWA Levy, Capital Items, Energy provision, 2024-25 Pay award and RCCO.

Note 4: Primarily compensatory S31 grant for the failure to index the business rates multiplier in line with inflation and the S31 Retail, Hospitality and Leisure Grant to compensate for the reliefs we will pay out

14.2 At paragraph 3.2.2 Cabinet is asked to consider and recommend to Council for approval, the budget estimates for 2024/25 for expenditure budgets totalling £377.859m, included in the table above. Of this total £319.909m is allocated to directorates (before HRA recharge) to deliver a range of services to residents ranging from statutory support to some of our more vulnerable residents such as social care packages and support for those who are homeless and investment in targeted work to prevent escalation of need, such as targeted youth work through to the provision of universal services which all residents will be familiar with such as waste collection and maintaining our parks to a high standard. Further details on how these budgets will be spent are set out in the tables below.

Where the Council will spend the money in 2024/25

Adult Services - Net budget £93.1m
<p>Adult Social Care plans to spend their budget on statutory Adult Social Care services from assessment of need, hospital discharge planning and the commissioning and provision of care and housing related support. We will support residents who have statutory need for care and support, which includes but is not limited to those with learning disabilities, mental health conditions, physical disabilities, sensory impairments as well as older people and unpaid carers. Services provided include: safeguarding vulnerable adults; providing information and advice to residents including linking people to universal and preventative services including reablement; planning and paying for individual packages of care for clients ranging from support in the home to residential and nursing placements for those with a high level of need and ensuring our service users have out of hours support in an event of an emergency.</p> <p>Adults Social Care continues to work with a number of key stakeholders, including the NHS North East London Integrated Care Board (NEL ICB), Homerton Healthcare NHS Foundation Trust (HHFT), 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.</p>
Public Health - Net budget £37.8m
<p>Spending will be in accordance with conditions of the ring-fenced Public Health Grant. In 2024/25 we will spend our money on a range of services including sexual health services, services for the 0-5s (including health visiting), substance misuse services, health promotion and prevention for children aged 5-19 (including school nursing and young people’s sexual health services), obesity prevention work, mental health services, smoking cessation and dental health checks.</p> <p>We will also use the ring-fenced grant to provide continuation funding for the community champions programme. Additionally the grant funds the core public health staff team, which includes some of the Population Health Hub, as well as staffing for public health intelligence and strategy, commissioning and contract management. The service level agreement with the City of London to manage a number of public health services for City residents, for which the City pays</p>

agreed service contributions and management fees, will continue.

Children's Services - Net budget £62.2m

The Service will work 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, children in need, 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 (for example, youth services provision) and targeted early help and prevention services for Hackney's children and young people (for example, parenting support). Expenditure in this area will be predominantly on staffing (mainly social workers, youth workers and other practitioners) and on the care (foster care or residential) for our looked after young people. The Council will also deliver a Domestic Abuse Intervention Service from this budget.

Education - Net Budget £23.2m

Hackney Education (HE) will spend its non-delegated budgets on statutory services such as admissions and school place planning and also services such as school improvement services to ensure delivery against the vision that all schools in the borough are graded good or better as soon as possible. Currently circa 92% of pupils at maintained provision attend good or better schools.

HE invests in young people with Education & Health Care Plans (EHCP) to ensure they receive the support and education they need in mainstream schools or specialist schools and provision. The High Needs Budget also provides for our pupil referral unit at New Regent's College.

The early years service passes on government funding for 2, 3, and 4 year old provision across the borough. We also maintain a range of early years activities, services, support and childcare across our children's centres. The early years service provides quality assurance for the range of settings across the borough.

Climate, Homes and Economy- Net Budget £21.2m

These General Fund budgets will be spent on a wide variety of front-line services which benefit all of our residents. These include:

Cleaning our streets and collecting and recycling both domestic and commercial waste - including activities to promote and directly impact recycling in the borough - including the provision and emptying of 'recycling & go bins', zero waste hubs for unwanted electrical and other goods, work in schools to actively promote recycling.

Managing parking and parking enforcement.

Managing our six street markets and management and marketing of shop front trading with an emphasis on local growth.

Management and maintenance of our public highways, cycle ways, footpaths and streetlights including ensuring our increased number of street trees are maintained and promoting walking and cycling in the borough.

Managing and maintaining Hackney's parks, green spaces and its seven sport and leisure centres. Hackney's green spaces range from potentially the largest concentration of football pitches in Europe at Hackney Marshes to 29 Green Flag Parks including Springfield and Clissold.

Developing and implementing planning policy for the borough, consulting and determining planning applications and enforcing planning breaches where necessary. The preparation of the Council's Local Plan, and 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. Building Control ensures that buildings are properly designed and constructed to meet regulatory requirements that guarantee the health, safety and welfare of people in or around buildings.

Providing community safety and enforcement services across the borough. This ranges from a preventative focus through our integrated gangs work as well as civil protection, and an enforcement team with officers empowered to enforce a range of legislation, including streetscene enforcement, anti-social behaviour (ASB) and noise nuisance.

Regeneration services including estate regeneration, supplying new affordable homes including Hackney Living Rent properties alongside teams focussed on area regeneration delivering and coordinating strategic regeneration in the borough in line with the Council's Inclusive Economy Strategy which sets out a new approach to regeneration and economic development aimed at maximising the local benefits of growth.

Private Sector Housing 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 proactively enforces property licensing schemes across three wards.

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.

An integrated Adult Education and Hackney Works team supporting local people into work through one to one work and working in partnership with other agencies. In addition, Hackney's Supported Employment Team has continued to deliver on the commitment to ensuring young people, with Special Educational Needs and Disabilities (SEND) aged 16-24, have access to high quality employment opportunities, through further development of its Supported Internship Programme.

Chief Executives - Net Budget £21.2m

This area of the budget delivers key strategic functions as well as some frontline delivery including:

Running the legal and governance services for the Council, ensuring it is legally compliant and that processes are clear and transparent and includes servicing the Council's many meetings throughout the municipal year.

The Council's Policy and Strategic Delivery as well communication functions.

Business Intelligence, Elections and Member Services.

Culture services, including the provision of eight libraries and a community library service with a range of partners which aims to connect with all sectors of the community, as well as Hackney Museum which is recognised as one of the best community museums in the capital. These services will also continue to tackle digital exclusion through provision of public PC use.

Finance & Resources - Net Budget £61.2m

The Finance and Corporate Resources directorate contains a combination of front-line and support services.

Significant front-line services supporting our communities include housing benefit services and overseeing the crisis support scheme for residents as well as managing housing allocations, providing housing advice, working to prevent homelessness but also providing temporary accommodation (TA) where it is needed. There are currently over 3,000 households in TA across the borough, and TA approaches from residents have increased. In 2022/23 total approaches across the year totalled 4,085. In 2023/24 there were 2,874 approaches up to the end of November.

The Revenues Service delivers the statutory administration of Council Tax billing and collection, Non Domestic rate billing and collection, Housing Benefit Overpayment collection and Temporary Accommodation former tenant arrears collection.

Support functions include Finance, ICT, HR and Property Services.

The finance function manages the Council's finances, producing financial plans, supporting services to deliver against these plans, producing statutory accounts, undertaking audits to ensure we have the proper controls in place to protect public money and collecting income due including Council Tax and Business Rates.

The Strategic Property Services team runs the Council's portfolio of corporate, commercial and voluntary sector properties as well as delivering capital projects (including for schools) and managing the maintenance of the estate. It sets out investment plans and advises the wider Council on matters of development, tenancy, planning, asset performance and Health & Safety compliance.

The ICT function provides and manages our ICT networks, supporting residents to access our services in an efficient way and also running a contact service ensuring residents can reach us with a range of queries and requests regarding our services.

Finally, our Human Resource services work to support our managers and staff including in recruitment and delivering the payroll service.

- 14.3 In addition to the above there is also 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, Corporate contingencies, Pension Back funding, Concessionary Fares, Minimum

Revenue Provisions, contribution to lifecycle funding for the Hackney Service Centre and Revenue Contributions to Capital Outlay. The GFA also includes the budget estimate for the pay award for 2024/25 which will be vired to directorates in due course depending on the outcome of 2024/25 pay negotiations.

15.0 LEVIES

- 15.1 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).
- 15.2 Other than the NLWA levy, which is apportioned on a different basis, the levies are apportioned on shares of Band D taxbase. As mentioned at Paragraph 13.6 above, the taxbase for Hackney for 2024/25 was agreed at 77,766.9 Band D equivalent properties and this figure has been used for apportionment of the applicable levies. The number of Band D equivalent properties can be thought of as the average number of properties liable to pay council tax.
- 15.3 The following table summarises the 2024/25 levies and the 2023/24 levies for comparison.

Levying Authority	2024/25	2023/24
	£m	£m
North London Waste Authority*	9.82	7.56
London Pensions Fund Authority*	0.46	0.46
Lee Valley Regional Park*	0.20	0.20
Environment Agency*	0.18	0.18
London Borough Grants Scheme*	0.21	0.21
TOTAL	10.87	8.61

*Provisional

16.0 PRECEPTS

- 16.1 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.

16.2 The GLA Group Budget Proposals and Precepts were published in December 2023. The final consolidated draft budget was published on 17 January 2024 and will be presented to the London Assembly for final decision on 22nd February 2023. The final consolidated budget requires a precept of £471.40 per Band D property, which is an 8.6% increase from 2023/24. The total GLA precept for Hackney will be £36.659m.

16.3 The table below shows the increase in Hackney's and the GLA's council tax compared to the 2023-24 values

	2023-24 Band D £	2024-25 Band D £	Increase £	% Increase
Hackney	1,339.15	1,405.97	66.82	4.99%
GLA	434.14	471.40	37.26	8.58%
Total	1,773.29	1,877.37	104.08	5.87%

17. HACKNEY'S COUNCIL TAX FOR 2024/25

17.1 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 4.99% increase in the Council Tax and a collection rate of 93.5%. The collection rate is in line with the Council's Medium-Term Financial Plan and assists the Council to continue to deliver high quality services, financial stability and first-class local facilities.

Table 3: Council Tax Income

COUNCIL TAX TO BE RAISED	2024/25
	£m
Net Budget Requirement	377.859
External Support	-212.552
Retained Business Rates	-54.299
Collection Fund deficit & Council Tax Support and Govt. Grant	-1.670
Council Tax requirement for Hackney	109.338
Council Tax requirement for the Greater London Authority (GLA)	36.659
Overall Council Tax Requirement	145.997
No. of Band D equivalent properties (the Council's Taxbase)	77,766.9
Basic amount of Council Tax for Hackney £	1,405.97
Basic amount of Council Tax for GLA £	471.40
Total Basic amount of Council Tax (per Band D property) £	1,877.37

17.2 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 are invited to a consultation meeting held on the 19th February 2024 to discuss the final budget proposals.

17.3 The amount of the Council's General Fund revenue expenditure to be funded from Council Tax is £109.338m

17.4 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.

18.0 FUTURE YEARS COST PRESSURES AND BUDGET PLANNING

18.1 The finance strategy underlying the budget is unchanged from previous years such 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.

18.2 The Council produces its Medium-Term Financial Plan and the Interim Group Director of Finance also updates CLT and Cabinet on the future year's indicative budgets on a regular basis throughout each year.

18.3 The Council is experiencing significant cost pressures in Adult Social Care, Children's Services and in Temporary Accommodation. A further pressure arises from the 2023-24 Pay Award. These pressures have been highlighted in our budget monitoring reports to Cabinet for 2023/24. The pressures in Adult Social Care primarily reflect increases in demand, particularly from hospital discharges and increased complexity of client needs. In Children's services, the major cost pressure is in Corporate Parenting which is linked to increases in the unit costs which in turn reflects the increased complexity of care for children and young people coming into the service. In addition restricted supply nationally coupled with higher demand results in an extremely competitive market for placements, which has driven up costs. High inflation has also impacted on costs through high energy and fuel costs, and the rising cost of care packages and temporary accommodation. Going forward we anticipate further demands on our services and increased unit costs. The 2024/25 budget includes significant increases in cash limits for Adult Social Care and Children's Services and increases in social care grants will go towards specific pressures in this area of spend. We have also set aside in the General Finance Account further funds to meet increased energy prices. At a service level, the following cost pressures and management actions are noted:

18.4 Adults, Health and Integration

18.4.1 In Adult Social Care increases in the cost of care packages have exceeded allocated demographic growth year on year, which represents an additional cost pressure and is factored into the forecast as it materialises. The cost of living crisis, increased interest rates, COVID-19 legacy and social care reforms add additional burdens to existing pressures within Adult Social Care. This significantly impacts people's ability to live independently, therefore the Council is seeing increased demand, particularly for more complex needs cases, which require a more comprehensive support package. Service demand continues to rise which affects all age groups and inflationary pressure causing providers to raise their prices are impacting the Council as a whole, with particular pressures on Adults.

18.4.2 There continues to be an increase in people being discharged from hospital with intensive care support packages which will be partially offset by the new discharge grant and other one-off funding for social care recently announced by the Government, however this additional revenue is significantly below the additional cost pressures forecast.

Work to reduce cost pressures in this area includes:

- Implementation of a new quality assurance process, bringing together multiple processes into one enabling closer financial oversight and strategic oversight across all operational services
- Establishment of a Fair Cost and Quality Review Team on an initial 12 month pilot to undertake a programme of Individual/Provider/Care based reviews with the following strategic aims:
 - reduce the current level of spend as it is not sustainable
 - to embed a 'strengths based approach' to care assessments, reviews and planning
 - working towards maximised service user independence, choice and control and step down from more intensive forms of social care, where appropriate
 - Opportunity to link the needs of service users, desired outcomes and the price paid for community support services in a clear, transparent model
 - Providers commissioned against a clear commissioning strategy and specification, playing an active role in shaping & enabling maximised Service User outcomes
- Working with mental health partners to bring expenditure back in line with the budget. This will be delivered through joint working group meetings and measures include the use of the Care Cubed tool to assess the cost of care, targeting the highest cost care packages as well as being used to review all existing care packages. Commissioners are now working on re-introducing a framework to reduce the reliance on spot purchase and are also reviewing the HRS block contract to ensure efficiency.

18.4.3 Hackney remains an area with significant health inequalities and very high levels of need especially for the clinical services commissioned by Public Health including substance misuse, sexual health and school aged health services. In Public Health there continue to be cost pressures from providers experiencing very significant cost inflation especially from NHS pay awards. Need for many services has increased due to displacement from the COVID pandemic and direct impact of lockdown.

Work to reduce cost pressures in this area includes:

- Proactively meeting with NHS providers to clarify NHS agenda for change pay increases have been met directly from the Department of Health and Social Care (DHSC)
- Recommissioning contracts with fixed pricing over an extended period
- Continuing the work to embed a more preventive approach across other statutory services through Health in All Policies

18.5 Children and Education

18.5.1 In looked after children and leaving care services 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 significant increase in residential placements (30 young people in residential care as at January 2024) and the adverse ratio between independent foster care and in-house placements. In comparison to the previous year, the gross forecast for 2023/24 for Corporate Parenting placements has increased by £0.4m. Over the period from 2015/16 to 2022/23 the service has seen budget growth of £10.6m, however, increases in spend outstrips this growth year on year. Management actions have been developed by the service in this area and these include:

- A forensic analysis of residential placements, the service is targeting a reduction through a process of continual review.
- There is a significant increase in children moving to in house foster care arrangements (90% of all foster care referrals and 1 in 3 children referred to residential care are supported by an in house even if it's interim basis). All children under the age of 16 are to be offered a foster placement as first option and residential and semi-independent placements are to be agreed in exceptional circumstances.

18.5.2 The cost of services in respect of young people with special educational needs due to the significant increase in young people with Education and Health Care Plans continues to be a significant issue for the Council. 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 growth which does not match the significant increase in demand. In 2024/25, Hackney expects to receive an additional

£1.9m in High Needs Block funding which represents a circa 3% increase. The 2023/24 in year pressure on SEND is £3.9m, and we usually have growth in expenditure of approximately £3-4m per year, so the funding allocated for 2024/25 will not allow us to address the forecast SEND deficit of £20.6m at the end of 2023/24. As a result, a major issue facing the Council is the continuing escalation in unfunded SEND costs and the resulting overspend in DSG.

- 18.5.3 Since 2006 the dedicated schools grant (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 on its DSG allocation. Until the last few years, few local authorities were recording DSG overspends, and those overspends were small. However, pressures on the high needs budget, referred to above, have led to more and larger overspends in recent years. Further many local authority Section 151 Officers 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 was 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.
- 18.5.4 In response to this, the Government announced at the beginning of 2020 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. The DfE have held discussions with the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Department for Levelling Up, Housing and Communities (formerly the Ministry for Housing, Communities and Local Government) 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 were written into regulations and under the regulations, effectively Local Authorities will not be permitted to fund any part of a DSG deficit from sources other than DSG itself until the end of 2025/26, the 31 March 2026 date was extended recently from an original expiry date of 31 March 2023. Should they wish to use core council funds then they will need to apply to the Secretary of State for permission.
- 18.5.5 Hackney was included in Tranche 2 of the Delivering Better Value (in SEND) programme which aims to help local authorities maintain effective SEND services, however the programme aims to provide assistance on deficit recovery actions/mitigations through a grant of up to £1m, rather than provide direct funding to address the deficit, hence the potential risk to the Council. The grant application has been successful and the funding will be received in instalments in 2023/24 and 2024/25.

18.6 Climate, Homes and Economy

- 18.6.1 Future cost pressures in Environmental Operations (EO) reflect a range of demand-driven challenges, including housing growth, population increases (including temporary influxes), and emergency responses. Inflation and the cost of living crises will continue to have an impact on the service, particularly in the areas of vehicle maintenance and consumable expenses.
- 18.6.2 Other priorities in terms of addressing the climate emergency will also continue to impact on the service budget, which has implications for the operation of our street cleaning function: - 5,000 street trees, which impact not only the leafing season but also the spring and summer with blossom, seed, and fruit; LTNs, which impact drive time and fuel usage; e-bikes, scooters, and bike hangers, which cause impediments to cleaning; and Sustainable Drainage System, which require litter picking and, in some cases, take longer to clean.

18.7 Finance and Corporate Resources

- 18.7.1 **Strategic Property Services:** With most of the concentration of spend on the main campus buildings in years past, there are a number of building assets within the portfolio that have received limited spend and are now in need of significant investment. These buildings are used by both housing services and General fund services and, therefore, maintenance will be covered by funding from both the HRA and the General Fund budgets. The amount of reactive work on these buildings is likely to increase due to essential maintenance requirements which will require increased budget going forward.
- 18.7.2 **ICT:** as local public services become ever more reliant on technology, effective ongoing investment in the Council's digital platforms will be increasingly critical. Future cost pressures are expected to come from: the need for further investment in maintaining current software and equipment; implementation of enhanced functionality and integrations; continued investments to defend against the growing cyber threats; investment in new opportunities to increase productivity and improve services (such as generative Artificial Intelligence (AI)); and the need for changes / new developments to support changes in service delivery across the Council's services. There are also ongoing cost pressures arising from inflation and foreign exchange rates (given the global nature of the market for ICT).
- 18.7.3 **Housing Needs:** the ongoing pressures of the housing crisis and cost-of-living crisis will continue to drive demand (and costs) for temporary accommodation and homelessness prevention support for residents. Factors driving these pressures include increasingly constrained supply of affordable housing (in both the private and social rented sectors); landlords exiting the market for affordable rented accommodation and temporary accommodation; increasing complex needs of residents presenting as homeless requiring specialist support provision; and more residents being affected by increasing living costs and the financial impacts of welfare reform. The impact of increasing living costs on residents may

be partly alleviated by the announcement that Local Housing Allowance rates will increase from April 2024 but there is the likelihood that households will still be impacted by the benefits caps due to the level of private sector rates in the borough. It should be noted that this change does not apply to households presenting as homeless and therefore there is no mitigation to the cost pressures for Temporary Accommodation.

18.7.4 **Benefits:** the Government has announced that the roll out of Universal Credit (UC) has been extended further to 2028, but following recent updates from the Department of Work & Pensions (DWP) we are expecting further significant migration to UC over the 2024/25 financial year. This will reduce the volume of benefits processed directly by the Council and the funding from DWP for this work.

18.8 Summary approach to cost pressures

18.8.1 The above highlights that there are potentially significant future demand and cost pressures. Further budget growth has been factored into our medium term financial plan to meet some of these risks however as far as possible officers need to work to contain these pressures in order for the Council's financial plans to be sustainable. Although the Council also retains some capacity in its reserves to mitigate some of these risks, reserves are one-off, once they are gone they are gone and this is therefore not a long-term solution.

19.0 ROBUSTNESS OF THE ESTIMATES AND ADEQUACY OF RESERVES

19.1 Section 25 of the Local Government Act 2003 requires the Council's Chief Finance Officer (The Interim Group Director of Finance) to report on the robustness of the estimates and the adequacy of the proposed financial reserves.

19.2 The Interim Group Director of Finance has reviewed the budget proposals recognising the ongoing challenges, particularly those set out in Section 18 to this report alongside the current level of earmarked reserves which act as a mitigation to these challenges. This review is recorded in the Section 25 statement included at Appendix 11 to this report. The review considers:

- The macroeconomic context and in particular future funding prospects.
- The Council's track record in financial management and governance
- Compliance with codes and standards
- Robustness of estimates including the adequacy of budget growth and income collection assumptions
- Savings plans and risks around delivery
- Adequacy of reserves taking account of the CIPFA resilience index and historical reserve drawdowns
- Capital programme with particular regard to capacity to repay borrowings and meet debt servicing costs

19.3 In summary, it is the opinion of the Interim Group Director of Finance (S151

officer) that estimates and balances are sufficiently robust and at the appropriate level with due regard to the risks set out in the Section 25 Statement.

- 19.4 There has in recent years been a decline in the level of earmarked reserves which we hold against specific risks as those risks have materialised and reserves drawn down. It is important, in order to maintain our financial resilience and to avoid the requirement to make short-term decisions which will impact on our residents, for the Mayor, Cabinet and the Corporate Leadership Team to develop robust plans to deliver against the revised Medium Term Financial Plan included at Appendix 5 to this budget report. This will mitigate a further significant decline in our reserves.
- 19.5 Overall, 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. As set out in Appendix 11 the Council holds earmarked reserves to mitigate the risks to the budget. These risks have been set out in this report alongside the measures in place to mitigate these risks. The clear advice of the Interim Group Director of Finance is that the current level of General Balances should be held at the existing position of £17m which is in line with our current policy to not allow the general balance to drop below £17m. Cognisant of the uncertainty in which this budget is set and the ongoing nature of some of the risks set out the aim is to increase these to £20m over the medium term period to 2026/27 from a review of current earmarked reserves.

20. HOUSING REVENUE ACCOUNT

- 20.1 Formal proposals for the Housing Revenue Account (HRA) Budget including Tenants Rent and Service Charges for 2024/25 were included as an item to the January 2024 Cabinet Agenda.
- 20.2 The rent increase of 7.7% in the 2024/25 budget is in line with the Government's policy for social rent, which is CPI (as at September)+1%. This will result in an average rent increase of £8.91 from £115.68 per week to £124.59 per week.
- 20.3 Service charges for tenants are based on a pooled cost approach, where all tenants receiving a service are charged the same amount. The proposed charges will ensure that the income recovered matches the level of expenditure on these services. As part of our commitment to provide value for money to tenants we have been able to freeze some service charges for 2024/25 through the efficiencies we are making in these services. The exceptions to this are charges for CCTV and landlord lighting which are increasing in line with the cost inflation for these services. The proposed service charges for 2024/25 are as follows:

	2024/25 Charge £ per week	2023/24 Charge £ per week
Grounds Maintenance	2.15	2.15
Block Cleaning	6.11	6.11
Estate Cleaning	2.66	2.66
Landlord Lighting	3.27	3.06
CCTV Monitoring	0.51	0.47

- 20.4 For those blocks with a concierge service, Cabinet approved in January 2018 that increases to charges for the concierge service will include a requirement for the service provider to pay London Living Wage. This year's increase is in line with contract price inflation which is linked to the increases to London Living Wage.
- 20.5 The Housing Service continues to invest in tenant sustainability services and work collaboratively across the Council, and in partnership with the Department for Work and Pensions (DWP), advice providers, and other partners to co-design ways to boost benefit take up and income maximisation (involving the local Universal Credit Partnership), prevent debt, as well as consolidating approaches to debt collection and preventing evictions. The service is committed to working with tenants by providing crisis support, income maximisation and debt support. We continue to work with partners to support the delivery of the Council's Poverty Reduction Strategic priorities.

21.0 RECHARGES

- 21.1 The budgets shown at paragraph 14.1 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.
- 21.2 This will be carried out in March 2024, after consideration of the budget by full Council but this has no impact on the Council's overall budget.

22.0 CAPITAL

- 22.1 This report sets out an indicative three year programme which is designed to deliver an ambitious Capital Plan in order that the Council strategic objectives 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 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 requirements over the life of the projects which can then effectively be fed into the Council's Treasury Management. Going forward, given the increasing impact on revenue budgets in the long term, we are extending this forward look further to a 10-year time frame, see Capital Strategy

(appendix nine) for further details.

- 22.2 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.
- 22.3 This section and **Appendix 6** present the Council's indicative three-year capital budget, for 2024/25 to 2026/27, although it should be noted that formal resource approval is sought only for 2024/25. Annual profiling of capital spend will change, as schemes are developed more fully. The three year programme is included as it is used to inform the calculation of our prudential indicators, which are required for the next three financial years. The current year's (2023/24) forecast capital outturn position is included, to provide better understanding of the whole capital programme and put into context the capital investment of the following years.
- 22.4 The Council's programme for 2023/24 is budgeted at £212.7m, of which £103.1m relates to Housing and Regeneration, and £109.6m is non-Housing schemes. For the four years from 2023/24 to 2026/27, the programme budgets as a whole total £1.5bn. There are of course risks associated with the capital programme. A significant proportion requires substantial upfront investment financed by increased borrowing, to be repaid as capital receipts are realised from the sale of assets developed within mixed-use schemes (in the General Fund) and our substantial regeneration programme.
- 22.5 Hackney uses its resources effectively and therefore did not need to borrow externally on a long-term basis until the 2019/20 financial year, when we borrowed £80m from the Public Works Loan Board (PWLB). The expectation is that we will require more external borrowing over the medium-term window of 2024/25 to 2026/27, to temporarily cashflow significant parts of the capital programme being presented here but also as a longer-term funding source as capital receipts are depleted and other funding sources (e.g grants) limited.

Schemes

- 22.6 A granular analysis of the three-year indicative Capital Programme is presented in Appendix 6. The programme provides a breakdown for each directorate with a further summary of the Housing and Non-Housing requirements. Details of the new resource approvals being sought as part of this budget setting process are included in the schedules at Appendix 6.
- 22.7 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.
 - Continued investment in our schools to ensure these are kept in a good state of repair as well as an increase in in-borough SEN places.

- Regeneration of our town centres.
- Ongoing maintenance of the corporate property estate and maintenance of our ICT infrastructure going forward following the current investment in upgrades to the Council's main technology platforms.
- A highways maintenance programme of £4.75m pa and associated schemes.
- Maintenance of the Council's parks and green spaces and libraries, including Stoke Newington Library, Stamford Hill Library and Kings Hall Leisure Centre.
- An ongoing commitment towards delivering on our zero carbon target, including decarbonisation of non-housing building stock, LED street lighting and cycle hangers.
- Working in partnership with City and Hackney CCG to build two new primary care facilities in the borough. The inaugural facility, the Portico, is anticipated to commence operations in the latter part of the financial year 2023/24. Subsequently, the second facility Belfast Road is projected to be operational towards the conclusion of 2024.

22.8 In April 2017 Cabinet considered and approved proposals to replace the Britannia Leisure Centre, deliver a new secondary school (City of London Academy Shoreditch Park) and at least 80 genuinely affordable homes paid for in part by the development of private for sale housing units. The Council prioritised the upfront delivery of the social infrastructure and affordable housing with the majority of the private for sale housing being delivered as part of the latter phases of the project. The brand new Britannia Leisure Centre opened in June 2021 and with its modern and wide-ranging facilities usage has already risen above the pre-pandemic levels of the old leisure centre. Also in June 2021, the City of London Academy Shoreditch Park were able to move from their temporary site in Audrey Street to the newly built school building adjacent to Shoreditch Park. As part of the masterplan, we promised to build 80 genuinely affordable new homes, the majority of which will be for social rent. The Government stalled these plans by refusing permission to repurpose land at Shoreditch Park Primary School despite a significant investment package being agreed with the school. The next stages of the Britannia masterplan have now been rephased but we are still ensuring that the genuinely affordable homes are delivered. The affordable housing will now be delivered on the Phase 2b site. As this scheme is funded primarily by sale of on-site private residential accommodation there is a significant element of risk. Brexit, followed by Covid, and an increase in inflation and thus interest rates has destabilised the housing market and there is considerable work continuing to monitor and manage this risk. There is a separate project board and governance process for Britannia in terms of ongoing project management and the relevant financial scrutiny.

22.9 The Council wishes to sustain its investment in its housing assets by ensuring all homes are maintained to a high standard, through a wide range of works and cyclical programmes that ensure compliance with legal and safety regulations and that protect against, and prevent deterioration of its buildings. In addition to investment in existing properties, the Council continues to progress three extensive

regeneration programmes within the borough: Woodberry Down, the Estate Regeneration Programme (ERP), and the Housing Supply Programme (HSP). In addition, Cabinet approved a housing regeneration programme, the New Council House Building Programme in December 2022. The financial plans for the existing HRA stock and the regeneration programmes are presented and monitored separately to ensure the viability of each of the asset investments. The numbers presented here include regeneration schemes which are at the development and tender stages, and which can only go ahead where it is financially viable to do so.

Hackney Capital Programme

Non-Housing	23/24 Forecast £m	24/25 Estimate £m	25/26 Estimate £m	26/27 Estimate £m	Total £m
Chief Executive	0.4	5.9	1.0	0.0	7.2
Adults, Health and Integration	1.6	1.8	0.5	0.2	4.2
Children and Education	13.7	20.9	8.9	4.9	48.4
Finance/Corp Resources – mixed use schemes	27.7	74.7	75.0	11.8	189.2
Finance/Corp Resources - other	35.4	39.8	5.9	4.6	85.7
Climate, Homes & Economy	30.8	45.0	30.1	7.9	113.9
Total Non-Housing budget	109.6	188.2	121.4	29.4	448.5

Housing	23/24 Forecast £m	24/25 Estimate £m	25/26 Estimate £m	26/27 Estimate £m	Total £m
AMP Capital Schemes HRA	46.3	55.3	53.6	55.6	210.9
Council Capital Schemes GF	5.9	4.8	2.3	2.3	15.3
Private Sector Housing schemes	1.6	2.0	2.0	1.7	7.4
Estate Regeneration	20.7	55.7	148.8	187.7	412.9
Housing Supply Programme	19.8	32.6	70.6	99.9	222.9
Woodberry Down Regeneration	8.2	12.6	5.7	10.7	37.3
New Homes	0.6	6.0	16.4	99.6	122.6
Total Housing budget	103.1	169.2	299.4	457.5	1,029.2

Total Capital Programme	212.7	357.4	420.8	486.9	1,477.8
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The increases in 2024/25 budgets are due to a combination of the mixed use development scheme (Britannia) and number of housing projects moving into the construction phase of developments along with grant funded projects from the Levelling Up programme.

Resources

22.10 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. CIL/S106 developer contributions
- 6) Borrowing (internal - against our balance sheet - and external)

22.11 The indicative resources available for each year of the Capital Programme are 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.

Resourcing of the non-housing side of the programme is as follows.

Non-Housing	23/24 Forecast £m	24/25 Estimate £m	25/26 Estimate £m	26/27 Estimate £m	Total £m
Grants	17.1	30.9	15.9	3.1	67.0
S106/HCIL	4.9	7.0	0.9	0.0	12.8
RCCO*	0.1	3.5	3.5	3.5	10.6
Capital Receipts	0.1	1.6	33.5	3.8	38.9
Reserves	7.5	10.9	1.6	0.1	20.1
Borrowing	79.9	134.3	66.0	18.9	299.1
Total	109.6	188.2	121.4	29.4	448.5

* Subject to review at year end finances

22.12 The detailed resource position reflects the following:

- The borrowing line includes expenditure in the programme on the Britannia scheme that is funded by sales of dwellings, and which in large part will happen post-construction. Income from capital receipts occurs after construction, meaning there will be a short to medium term borrowing requirement. Further, where actual sales are lower than anticipated, and/or where they are later than expected, there may then become expenditure that needs to be financed by other means.
- The Grants & Contributions incorporates resources announced by the government for 2024/25 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 ongoing maintenance and SEN provision.

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

Housing	23/24 Forecast £m	24/25 Estimate £m	25/26 Estimate £m	26/27 Estimate £m	Total £m
Grants	13.6	25.8	32.4	59.4	131.2
S106/HCIL	0.2	7.4	0.0	0.0	7.6
RCCO	46.2	52.2	53.6	55.6	207.6
Capital Receipts	1.7	16.7	6.5	2.6	27.6
Borrowing	41.4	67.1	206.8	339.9	655.2
Total	103.1	169.2	299.4	457.5	1,029.2

22.14 The detailed resource position reflects the following:

- The borrowing line includes cash flowing requirement of the regeneration programme, which will be recouped via capital receipts from private for sale dwellings from various current and future schemes including Woodberry Down and Colville Estate.
- The revenue contribution is mainly the Major Repairs Reserve (MRR), which is the depreciation calculation on the housing stock recycled to create resources for re-investment.
- The Capital Receipts line incorporates residential sales from Housing Regeneration projects and also reimbursement costs relating to Woodberry Down. The application of Right to Buy (RTB) receipts and GLA grant can be seen under Grants. It is expected that RTB sales might decrease slightly over the next few years due to the increase in mortgage rates.
- 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 in the years after the medium term window to 2026/27, which will reverse the trend and repay borrowing, however long term affordability of the Housing programme remains the focus.

22.15 The Council continues to budget for Revenue Contributions to Capital Outlay (RCCOs) in 2023/24, amounting to £3.5m within the General Fund and £46m in the Housing Revenue Account.

Financial exposure within the programme

- 22.16 The key risk to financing Hackney's capital programme for this medium-term window is capital expenditure that is funded by private for sale dwellings. The combined impact of the short-term borrowing requirement of Britannia and regeneration schemes as planned puts an additional £1bn on our capital financing requirement (underlying need to borrow) between 2023/24 to 2026/27. Whilst we expect to generate capital receipts in the years directly after 2026/27 to fund this expenditure, a funding gap is realised where receipts are not recouped at levels incorporated at the planning stage. The risk of this remains high as the current economic climate from the war in Ukraine and the Middle East, together with higher inflation and higher interest rates, will have adverse impact on the housing market.
- 22.17 This risk is being closely monitored through the gateway process and the Britannia and Kings Hall Leisure Centre Board. For Britannia the financial business case is regularly revisited to test assumptions and sensitivity modelling around cost inflation and house price forecasts are kept under ongoing review. We have incorporated Minimum Revenue Provision (MRP) charges into our calculations, taking into account the most recent estimates for the Britannia model. Regeneration schemes must demonstrate viability (which would take into account risk around sales) before being permitted to commence to the next stage of the gateway process.
- 22.18 Outside of this risk, it should also be noted that on the non-housing side, the commitments within the capital programme as laid out, exhaust us of available capital receipts (£70m), and there are currently no significant anticipated future receipts. Within the programme that has been laid out here, and outside of the Housing programmes, we have assumed revenue budgets to fund the programme increase to £24m (including PFI charges) by 2027/28. This is made up of the Minimum Revenue Provision (MRP - see below for further detail) and forecast borrowing costs. Borrowing will become a bigger constituent part of funding our capital programme in the years after this medium-term period.

23.0 PRUDENTIAL CODE

Background

- 23.1 The Prudential Code for Capital Finance in Local Authorities (the Code) was originally implemented in 2004/05 and the latest version is 2021. 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. 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.
- 23.2 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.

- 23.3 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.
- 23.4 The indicators from both Codes are purely for internal use by the Council because any comparisons with other Councils would not necessarily 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 2026/27.
- 23.5 The Prudential Code sees a further increase in focus on exposure to commercial investments in the local government sector. Central government has voiced its concern in recent years over local government's involvement in property deals and other more esoteric investments and, on the back of this, CIPFA has moved to reinforce the principle within the Prudential Code that local authorities cannot invest purely for commercial gain/borrow in advance of need. It has also bolstered requirements so that boroughs must demonstrate both exposure to commercial investment and subsequent risk management.
- 23.6 There was an additional prudential indicator emanating from the latest review, covering net income from commercial and service investments (ie non treasury investments) against net revenue stream. Hackney's exposure in this area is deemed low. There are no instances where we have externally borrowed specifically for commercial investments, in the main our commercial property portfolio is one that has accumulated over a long period of time, and the income stream is proportionate to our wider revenue budget.

Capital Expenditure and the Capital Financing Requirement

- 23.7 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.
- 23.8 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 the General Fund and HRA.
- 23.9 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

social infrastructure and housing projects that will require forward funding before realisation of capital receipts.

23.10 The capital expenditure presented in this report 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.

23.11 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 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 DLUHC settled this by repaying a proportion of each of the Council’s PWLB loans. As a result Hackney was debt free until 2019/20.

23.12 Tables below 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.

Capital Expenditure and Financing 2023/24 to 2026/27

	2023/24	2024/25	2025/26	2026/27	Total
	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Capital Programme:					
Non-Housing	109.6	188.2	121.4	29.4	448.5
Housing	103.1	169.2	299.4	457.5	1,029.2
Total spend	212.7	357.4	420.8	486.9	1,477.8
Financed by:					
Capital Receipts	1.8	18.3	40.0	6.4	66.5
Government Grants	30.8	56.7	48.3	62.4	198.3
Reserves	7.5	10.9	1.6	0.1	20.1
RCCO	46.2	55.7	57.1	59.1	218.1

	2023/24	2024/25	2025/26	2026/27	Total
	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
S106/CIL	5.1	14.4	0.9	0.0	20.4
Borrowing	121.3	201.4	272.9	358.8	954.4
Total Financing	212.7	357.4	420.8	486.9	1,477.8

Capital Financing Requirement and External Debt 2021/22 to 2025/26

	31/03/23 Actuals £m	31/03/24 Estimated £m	31/03/25 Estimated £m	31/03/26 Estimated £m	31/03/27 Estimated £m
Capital Financing Requirement At Year End					
CFR – Non Housing	343	377	499	497	413
CFR – Housing	121	162	229	436	776
Total CFR	464	539	728	933	1,189
Net CFR movement		75	189	205	256
External Debt					
Borrowing	67	63	363	599	886
Other long term liabilities	10	9	7	6	5
Total Debt 31 March	77	72	370	605	891

Limits to Borrowing Activity

23.13 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.

Gross Debt Compared to Capital Financing Requirement

	31/03/23 Actuals £m	31/03/24 Estimated £m	31/03/25 Estimated £m	31/03/26 Estimated £m	31/03/27 Estimated £m
CFR	464	539	728	933	1,189
Gross Debt	77	72	370	605	891

- 23.14 The Interim Group Director of Finance 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 the table above 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.
- 23.15 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 needed 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.
- 23.16 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 cash flowing of our mixed-use schemes, where there is a lag in the receiving of capital receipts from residential sales.
- 23.17 The Council is asked to approve the following Authorised and Operational Limits (see overleaf), 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

	2023/24	2024/25	2025/26	2026/27
	Approved	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Authorised limit for external debt				
Borrowing	761	778	983	1,239
Other long term liabilities	16	14	13	12
Total	777	792	996	1,251
Operational limit for external debt				
Borrowing	732	748	953	1,209
Other long term liabilities	16	14	13	12
Total	748	762	966	1,221

Affordability Prudential Indicators

23.18 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	2023/24 Revised	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Non-HRA	1.7%	2.6%	4.4%	5.5%
HRA	30.7%	30.4%	33.7%	38.7%

Estimates of net income from commercial and service investments to net revenue stream

	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Net income from Commercial/ Service investments	1.9%	1.6%	1.6%	1.6%

MRP Statement

- 23.19 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 Department for Levelling Up, Housing and Communities (DLUHC) Guidance on Minimum Revenue Provision.
- 23.20 The broad requirement of the MRP regulations 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.
- 23.21 The four MRP options available are:
- Option 1: Regulatory Method
 - Option 2: CFR Method
 - Option 3: Asset Life Method
 - Option 4: Depreciation Method
- 23.22 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.
- 23.23 The following statement incorporates options recommended in the Guidance:
- 23.24 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.
- 23.25 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.
- 23.26 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.

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

23.28 MRP in respect of leases and Private Finance Initiative schemes brought on the 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 2024/25	Appendix 1
Gross and Net budgets by Directorate 2024/25	Appendix 2
Treasury Management Strategy 2024/25	Appendix 3
The Council Tax regime 2024/25	Appendix 4
Medium Term Financial Plan 2025/26 to 2027/28	Appendix 5
Proposed Capital Schedules 2024/25 to 2026/27	Appendix 6
Proposed Fees and Charges 2024/25	Appendix 7
Referendum Calculation 2024/25	Appendix 8
Capital Strategy 2024/25 to 2026/27	Appendix 9
Financial Management Code Review 2024-25	Appendix 10
Statement by the S151 officer on the robustness of estimates and the adequacy of proposed reserves (Section 25 statement)	Appendix 11
Cumulative Equality impact assessment - Council Budget 2024-25	Appendix 12
Budget Scrutiny Report on the Council Budget 2024/25	Appendix 13
Executive Response to the Budget Scrutiny Report 2024/25	Appendix 14

Report Author	Russell Harvey Senior Financial Control Officer Tel: 020 8356 2739 russell.harvey@hackney.gov.uk
Comments for the Interim Group Director of Finance	Jackie Moylan Interim Group Director, Finance Tel: 020 8356 3032 jackie.moylan@hackney.gov.uk
Comments for the Acting Director of Legal and Governance Services	Louise Humphreys Acting Director of Legal, Governance & Election Services Tel: 020 8356 4817 louise.humphreys@hackney.gov.uk

2024/25 REVENUE ESTIMATES AND COUNCIL TAX

THE LEGAL FRAMEWORK GOVERNING BUDGET DECISIONS

1. The Council is required to set a Council Tax for 2024/25 before 11 March 2024. 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, for example by training as decisive a proposal or proposals contained in an election manifesto. All relevant considerations must be taken into account and all irrelevant considerations must be disregarded. Any decision made must be one that only a reasonable authority, properly directing itself, could have reached; i.e. it cannot make a decision which is so irrational or perverse that no reasonable authority could have reached it. These factors are known collectively as "Wednesbury " reasonableness, following the principles set down in the case of *Associated Provincial Picturehouses Limited v Wednesbury Corporation*. 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 Interim Group Director of Finance, 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 Interim Group Director of Finance 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. Finally, Members must have in mind their fiduciary duties as a trustee of the Council's assets and the need to apply those assets in the public interest. In *Roberts v Hopwood* (1925), it was said that a local authority charged with the administration for definite purposes of funds contributed in whole or in part by ratepayers owes a duty "to conduct that administration in a fairly business-like manner with reasonable care, skill and caution, and with a due and alert regard to the interest of those (ratepayers)" towards whom the authority "stands somewhat in the position of trustees or managers of the property of others". The same principle applies in relation to Council Tax payers. The fiduciary duty owed will include the following considerations:
 - (a) Prudent use of the Authority's resources, including the raising of income (such as rents and other charges) and the control of expenditure;
 - (b) Awareness of the financial consequences of any proposal of Council Tax payers and ratepayers;
 - (c) Financial prudence both in the short and long term;
 - (d) Striking a fair balance between the interests of Council Tax payers and ratepayers on the one hand, and the community's interest in adequate and efficient services on the other hand;
 - (e) Acting in good faith with a view to complying with statutory duties and exercising its statutory powers for the benefit of the community.

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 will be aware of the statutory duty placed on 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 Interim Group Director of Finance 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 Interim Group Director of Finance must consider whether in their 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 they have a personal duty to indicate this by issuing the Council with a notice under Section 114 Local Government Finance Act 1988.

Restrictions on voting for members with Council Tax Arrears

12. Members should be aware of the provisions of Section 106 of the Local Government Finance Act 1992, which applies to all elected members where:
 - (a) They are present at a meeting of the Council, Cabinet or any Committee and at the time of the meeting an amount of council tax is payable by them and has remained unpaid for at least two months; and
 - (b) Any budget or council tax calculation, or recommendation or decision which might affect the making of any such calculation, is the subject of consideration at the meeting.

In these circumstances, any such members shall at the meeting, and as

soon as practicable after its commencement, disclose the fact that section 106 applies to them and they may not vote on any question concerning the matters outlined in paragraph 12(b) above, although they may speak on those matters.

13. Failure to comply with the requirements under section 106 is a criminal offence unless the member can prove that they did not know (a) that the section applied to them at the time of the meeting or (b) that the matter in question was the subject of consideration at the meeting. Thus unwitting Members who for example can prove that they did not know and had no reason to suppose at the time of the meeting that their bank has failed to honour a standing order will be protected should any prosecution arise.
14. With regard to applications for benefits, it would not be enough to state that an application has been submitted which has not yet been determined, as the liability to pay remains pending any determination.
15. 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.

Voting on Budget / Council Tax Recommendations

16. Attention is also drawn to the effect of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014 which came into effect on 25 February 2014. The Regulations, which are reflected in the Council's Constitution, provide that where any vote is taken at a Council meeting on setting the budget for the authority, the Minutes of the meeting will record the names of all Councillors present at the vote and how each Councillor voted (for or against) or the fact that they abstained from voting.

Gross And Net Budgets By Directorate 2024/25

2024/25 Budget Proposals by Directorate

Directorate	Service / Division	Gross Expenditure £	Income £	Net Expenditure £
Adults, Health & Integration	Adult Services	138,871,558	(45,737,444)	93,134,114
	Public Health	39,991,046	(2,180,163)	37,810,883
		178,862,604	(47,917,607)	130,944,997
Chief Executive's	Chief Executive's Office	1,627,272	(65,839)	1,561,433
	Comms, Culture & Engagement	4,147,502	(2,685,198)	1,462,304
	Legal & Governance	9,424,221	(2,014,916)	7,409,305
	Libraries & Heritage	5,940,368	(87,175)	5,853,193
	Strategy Policy & Economic Dev	6,709,462	(1,837,585)	4,871,877
		27,848,825	(6,690,713)	21,158,112
Children & Education	Children & Families	88,681,470	(26,469,669)	62,211,801
	Hackney Education	306,484,701	(283,255,427)	23,229,274
		395,166,171	(309,725,096)	85,441,075
Climate, Homes & Economy	Directorate Management	641,513		641,513
	ERNH - Adult Skills	4,957,203	(4,157,436)	799,767
	Housing	831,620	(872,432)	(40,812)
	Public Realm	95,829,257	(78,433,348)	17,395,909
	Regeneration	3,902,016	(1,487,746)	2,414,270
		106,161,609	(84,950,962)	21,210,647
Finance & Corporate Resources	Audit & Anti Fraud	1,648,454	(125,361)	1,523,093
	Customer Services	370,493,495	(337,691,302)	32,802,193
	Directorate Finance Support	3,524,375	(72,535)	3,451,840
	Financial Management	6,573,837	(1,136,407)	5,437,430
	HR & OD	5,150,864	(2,135,061)	3,015,803
	ICT	16,656,481	(3,169,890)	13,486,591
	Procurement	1,835,962	(412,955)	1,423,007
	Strategic Property	18,844,945	(18,830,513)	14,432
		424,728,413	(363,574,024)	61,154,389
HRA Recharge		0	(8,000,000)	(8,000,000)
Housing Revenue Account		178,022,000	(178,022,000)	0
General Finance Account		65,949,780	0	65,949,780
Overall Council Budget		1,376,739,402	(998,880,402)	377,859,000

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TREASURY MANAGEMENT STRATEGY 2024/25

SUMMARY

- 1.1 The Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators on an annual basis.

BACKGROUND

- 2.1 The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.
- 2.2 This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
- 2.3 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 impact on the UK from higher interest rates and inflation, a weakening economic outlook, an uncertain political climate due to an upcoming general election, together with war in Ukraine and the Middle East, will be major influences on the Authority's treasury management strategy for 2024/25.
- 3.2 The Bank of England (BoE) increased the Bank Rate to 5.25% in August 2023, before maintaining this level for the rest of 2023. In December 2023, members of the BoE's Monetary Policy Committee voted 6-3 in favour of keeping the Bank Rate at 5.25%. The three dissenters wanted to increase rates by another 0.25%. The November quarterly Monetary Policy Report (MPR) forecast a prolonged period of weak Gross Domestic Product (GDP) growth with the potential for a mild contraction due to ongoing weak economic activity. The outlook for CPI inflation was deemed to be highly uncertain, with upside risks to CPI falling to the 2% target coming from potential energy price increases, strong domestic wage growth and persistence in price-setting.
- 3.3 Office for National Statistics (ONS) figures showed CPI inflation was 3.9% in November 2023, down from a 4.6% rate in the previous month and, in line with the recent trend, lower than expected. The core CPI inflation rate declined to 5.1% from the previous month's 5.7%, again lower than

predictions. Looking ahead, using the interest rate path implied by financial markets the BoE expects CPI inflation to continue falling slowly, but taking until early 2025 to reach the 2% target before dropping below target during the second half 2025 and into 2026. ONS figures showed the UK economy contracted by 0.1% between July and September 2023. The BoE forecasts GDP will likely stagnate through 2024. The BoE forecasts that higher interest rates will constrain GDP growth, which will remain weak over the entire forecast horizon.

- 3.4 Having increased its key interest rate to a target range of 5.25-5.50% in August 2023, the US Federal Reserve appears now to have concluded the hiking cycle. It is likely this level represents the peak in US rates following a more dovish meeting outcome in December 2023. US GDP grew at an annualised rate of 4.9% between July and September 2023, ahead of expectations for a 4.3% expansion and the 2.1% reading for Q2. But the impact from higher rates has started to feed into economic activity and growth will weaken in 2024. Annual CPI inflation was 3.1% in November.
- 3.5 Eurozone inflation has declined steadily since the start of 2023, falling to an annual rate of 2.4% in November 2023. Economic growth has been weak and GDP contracted by 0.1% in the three months to September 2023. In line with other central banks, the European Central Bank has increased rates, taking its deposit facility, fixed rate tender, and marginal lending rates to 3.75%, 4.25% and 4.50% respectively.

4 INTEREST RATE FORECAST

- 4.1 Although UK inflation and wage growth remain elevated, the Authority's treasury management adviser Arlingclose forecasts that Bank Rate has peaked at 5.25%. The Bank of England's Monetary Policy Committee will start reducing rates in 2024 to stimulate the UK economy but will be reluctant to do so until it is sure there will be no lingering second-round effects. Arlingclose sees rate cuts from Q3 2024 to a low of around 3% by early-mid 2026.
- 4.2 Arlingclose expects long-term gilt yields to be broadly stable at current levels (amid continued volatility), following the decline in yields towards the end of 2023, which reflects the expected lower medium-term path for Bank Rate. Yields will remain relatively higher than in the past, due to quantitative tightening and significant bond supply. As ever, there will undoubtedly be short-term volatility due to economic and political uncertainty and events.
- 4.3 A more detailed economic and interest rate forecast provided by Arlingclose is attached at **Appendix A**.

5 CREDIT OUTLOOK

- 5.1 Credit Default Swap (CDS) prices were volatile during 2023, spiking in March on the back of banking sector contagion concerns following the major events

of Silicon Valley Bank becoming insolvent and the takeover of Credit Suisse by UBS. After then falling back in Q2 of calendar 2023, in the second half of the year, higher interest rates and inflation, the ongoing war in Ukraine, and now the Middle East, have led to CDS prices increasing steadily. On an annual basis, CDS price volatility has so far been lower in 2023 compared to 2022, but this year has seen more of a divergence in prices between ring fenced (retail) and non-ring fenced (investment) banking entities once again.

- 5.2 Moody's revised its outlook on the UK sovereign to stable from negative to reflect its view of restored political predictability following the volatility after the 2022 mini-budget. Moody's also affirmed the Aa3 rating in recognition of the UK's economic resilience and strong institutional framework. Following its rating action on the UK sovereign, Moody's revised the outlook on five UK banks to stable from negative and then followed this by the same action on five rated local authorities. However, within the same update the long-term ratings of those five local authorities were downgraded.
- 5.3 There remain competing tensions in the banking sector, on one side from higher interest rates boosting net income and profitability against another of a weakening economic outlook and likely recessions that increase the possibility of a deterioration in the quality of banks' assets.
- 5.4 However, the institutions on our adviser Arlingclose's counterparty list remain well-capitalised and their counterparty advice on both recommended institutions and maximum duration remain under constant review and will continue to reflect economic conditions and the credit outlook.

6 CURRENT POSITION AND BALANCE SHEET SUMMARY

- 6.1 The Council currently (as at 31.12.23) has outstanding external borrowing of £63.85m. Total investments as of the date were £92.5m.

Table 1: Existing Investment & Debt Portfolio Position as at 31/12/23

	Portfolio outstanding as at 31/12/2023 £m	Average Rate %
External Borrowing:		
Market – Fixed Rate	63.850	1.92
Total External Borrowing	63.850	
Other Long Term Liabilities:		
PFI	9.676	
Finance Leases	0.023	
Total Gross External Debt	73.526	
Investments:		
Short-term monies - Deposits/ monies on call/MMFs	92.300	5.31

	Portfolio outstanding as at 31/12/2023 £m	Average Rate %
Long-term investments	0.200	
Total Investments	92.500	

- 6.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying sums available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, otherwise known as internal borrowing. The figures below are subject to change pending finalisation of the capital programme for the budget report. Forecast changes in these sums are shown in the balance sheet analysis in table 2 below.

Table 2: Balance Sheet Summary and Forecast

	31/03/23 Actuals £m	31/03/24 Estimated £m	31/03/25 Estimated £m	31/03/26 Estimated £m	31/03/27 Estimated £m
General Fund CFR	343	377	499	497	413
HRA CFR	121	162	229	436	776
Total CFR	464	539	728	933	1,189
Less: Other long-term liabilities *	10	9	7	6	5
Loan CFR	454	530	721	927	1,184
Less: External borrowing	67	63	59	55	51
Cumulative Maximum External Borrowing Requirement	387	467	662	872	1,133
Less: Balance Sheet Resources	418	388	358	328	298
Cumulative Net Borrowing Requirement /(Investments)	-31	79	304	544	835

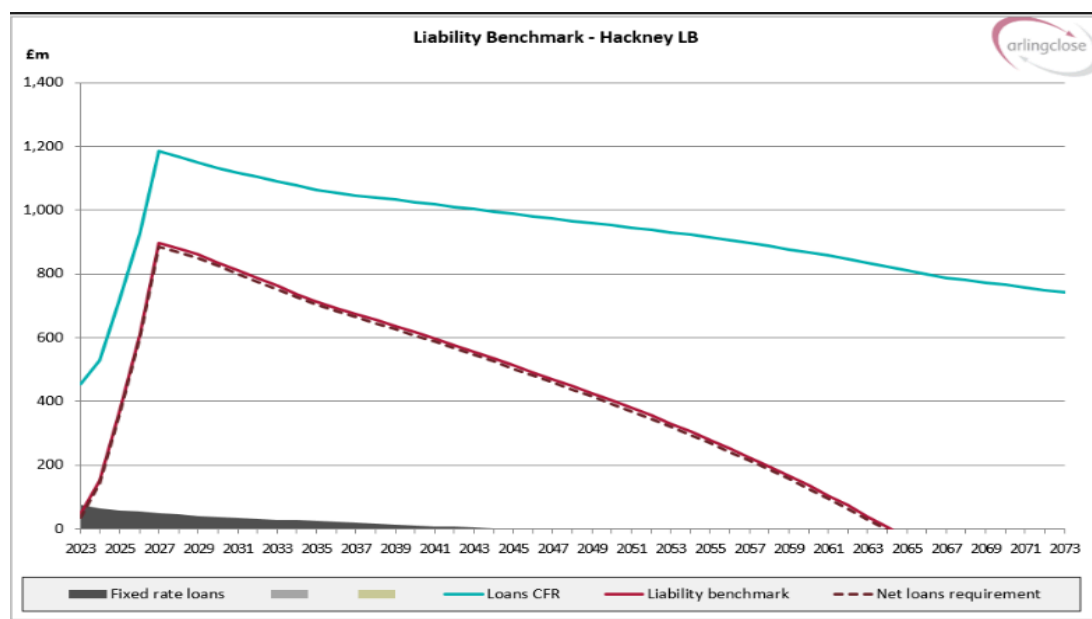
* finance leases and PFI liabilities that form part of the Authority's debt

- 6.3 To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 2 above, but that cash and investment balances are kept to a minimum level of £10m at each year-end to maintain sufficient liquidity but minimise credit risk.

Table 3: Liability benchmark

	31/03/23 Actuals £m	31/03/24 Estimated £m	31/03/25 Estimated £m	31/03/26 Estimated £m	31/03/27 Estimated £m
Loan CFR	454	530	721	927	1184
Less: Balance Sheet Resources	418	388	358	328	298
Net loans requirement	36	142	363	599	886
Plus: Liquidity allowance	10	10	10	10	10
Liability benchmark	46	152	373	609	896

Liability Benchmark Chart: The Council's liability benchmark is projected to rise to around £896m by 2026/27 due to a rise in the CFR and fall in usable reserves. This compares with the Council's projected debt portfolio of £51m at end 2026/27 in Table 2, suggesting a cumulative borrowing requirement over this and the next two financial years of around £835m.



- 6.4 The Authority currently has £63.85m in external borrowing. This is made up of a single £0.8m London Energy Efficiency Fund (LEEF) loan from the European Investment Bank to fund housing regeneration, along with £63.05m 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.

- 6.5 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, the actual amount depending on the actual level of reserves and other cash balances available.
- 6.6 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 2024/25.
- 6.7 Table 4 sets out the operational boundary and authorised limit for the Authority for the coming years. The numbers for 2024/25 to 2025/26 are provisional, ahead of February's annual budget report, and as such may be subject to change.

Table 4: Operational Boundary and Authorised Limit

	2023/24	2024/25	2025/26	2026/27
	Approved	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Operational Boundary for External Debt	747	762	966	1,221
Authorised Limit for External Debt	777	792	996	1,251

7 BORROWING STRATEGY

- 7.1 The balance sheet forecast in Table 2 shows that the Authority has a borrowing requirement of £662 million in 2024/25. The Authority may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £792 million in 2024/25.
- 7.2 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.
- 7.3 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. Short-term interest rates are currently at a 15-year high but are expected to fall in the coming years and it is therefore likely to be more cost effective over the medium-term to either use internal resources, or to borrow short-term loans instead.
- 7.4 By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. 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 modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2024/25 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

- 7.5 The Authority has previously raised the majority of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, and 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. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.
- 7.6 Alternatively, the Authority may arrange forward starting loans, 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.
- 7.7 In addition, the Authority may borrow further short-term loans to cover unplanned cash flow shortages.

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

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- UK Infrastructure Bank Ltd
- UK local authorities
- Any other UK public sector body
- Any institution approved for investments (see below)
- Any other bank or building society authorised to operate in the UK
- 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.
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues
- Retail investors via a regulated peer-to-peer platform
- 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
- similar asset based finance

- 7.8 UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to the full Council.
- 7.9 The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.
- 7.10 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 10.4 below.

8 INVESTMENT RISK MANAGEMENT

- 8.1 The CIPFA Code requires the Authority to invest its treasury 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. The Authority aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.
- 8.2 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.

- 8.3 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.
- 8.4 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.
- 8.5 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.
- 8.6 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.

9 INVESTMENT STRATEGY

- 9.1 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.
- 9.2 For the 2023/24 financial year the Council had an investment balance of £92.5m as of 31.12.23. It is expected that investment levels will decrease in forthcoming years as balances are used to finance the capital programme.
- 9.3 Given the investment risk as detailed in *section 8*, the Authority aims to further diversify into more secure asset classes during 2024/25. The majority of the Authorities surplus cash is currently invested in money market funds, deposits.
- 9.4 The Council may invest its surplus funds with any of the counterparty types in table below, subject to the limits shown.

Treasury investment counterparties and limits:

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£10m	Unlimited
Secured investments *	25 years	£10m	Unlimited
Banks (unsecured)*	13 months	£5m	Unlimited
Building societies (unsecured)*	13 months	£5m	£10m
Registered providers (unsecured)*	5 years	£5m	£25m
Money market funds*	n/a	£10m	Unlimited
Strategic pooled funds	n/a	£10m	£50m
Real estate investment trusts	n/a	£10m	£25m
Other investments*	5 years	£5m	£10m

9.5 Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made either (a) where external advice indicates the entity to be of similar credit quality; or (b) to a maximum of £5m per counterparty as part of a diversified pool e.g. via a peer-to-peer platform.

9.6 Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be

- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as “negative watch”) so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

- 9.7 The maximum that will be lent to any one organisation (other than the UK Government) will be £10 million to reduce the chance of a credit event placing the council under undue financial pressure. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

Limits are also placed on fund managers, investments in brokers’ nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Additional investment limits

	Cash limit
Any group of pooled funds under the same management	£25m per manager
Negotiable instruments held in a broker’s nominee account	£25m per broker
Foreign countries	£10m per country

- 9.8 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.
- 9.9 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.
- 9.10 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.

- 9.11 The proposed 2024/25 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.
- 9.12 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.
- 9.13 Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the Authority's ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, the Authority will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code. The Authority recognises it can further enhance its efforts through its investment decisions and activity. The Authority will consider options for investments with institutions who ring fence the use of such funds for ESG related matters.

10 TREASURY MANAGEMENT INDICATORS

- 10.1 The Authority measures and manages its exposures to treasury management risks using the following indicators.
- 10.2 **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-

10.3 **Liquidity:** The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount it can borrow each quarter without giving prior notice.

	Target
Total sum borrowed in past 3 months without prior notice	£20m

10.4 **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:

	2024/25
Upper limit on one-year revenue impact of a 1% rise in interest rates	£0.8m
Upper limit on one-year revenue impact of a 1% fall in interest rates	£0.8m

1% rise in interest rate - It is unlikely that the borrowing to this extent will be done on a short term basis but if borrowing takes place on a short term basis then the impact of 1% increase in 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 of fall in interest rate.

10.5 **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%

This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is

designed to protect against excessive exposures to interest rate changes in any one period. No limits have been put in place as the current debt portfolio is relatively small and no limit gives us more flexibility in restructuring the borrowing as and when required. Limits will be put in place if the debt portfolio is likely to increase.

- 10.6 **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:

	2024/25	2025/26	2026/27	No Fixed Date
Limit on principal invested beyond 364 days	20	20	20	10

11 Related Matters

- 11.1 The CIPFA Code requires the Authority to include the following in its treasury management strategy.
- 11.2 **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).
- 11.3 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, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 11.4 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

- 11.5 In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.
- 11.6 **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.
- 11.7 **Markets in Financial Instruments Directive:** The Authority has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.
- 11.8 **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. Training will be arranged as required for members of the Audit Committee who are charged with reviewing and monitoring the Council's treasury management policies.
- 11.9 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.
- 11.10 **Investment Advisers:** The Council has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues. Arlingclose is 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.

- 11.11 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.
- 11.12 Regular communications are received in relation to economic data releases, interest rate forecasts 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.
- 11.13 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.

12 Other Options Considered

- 12.1 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Group Director Finance 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

Alternative	Impact on income and expenditure	Impact on risk management
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

Arlingclose Economic & Interest Rate Forecast December 2023

Underlying assumptions:

- UK inflation and wage growth remain elevated but have eased over the past two months fuelling rate cuts expectations. Near-term rate cuts remain unlikely, although downside risks will increase as the UK economy likely slides into recession.
- The MPC's message remains unchanged as the Committee seeks to maintain tighter financial conditions. Monetary policy will remain tight as inflation is expected to moderate to target slowly, although some wage and inflation measures are below the Bank's last forecasts.
- Despite some deterioration in activity data, the UK economy remains resilient in the face of tighter monetary policy. Recent data has been soft but mixed; the more timely PMI figures suggest that the services sector is recovering from a weak Q3. Tighter policy will however bear down on domestic and external activity as interest rates bite.
- Employment demand is easing. Anecdotal evidence suggests slowing recruitment and pay growth, and we expect unemployment to rise further. As unemployment rises and interest rates remain high, consumer sentiment will deteriorate. Household and business spending will therefore be weak.
- Inflation will fall over the next 12 months. The path to the target will not be smooth, with higher energy prices and base effects interrupting the downtrend at times. The MPC's attention will remain on underlying inflation measures and wage data. We believe policy rates will remain at the peak for another 10 months, or until the MPC is comfortable the risk of further 'second-round' effects has diminished.
- Maintaining monetary policy in restrictive territory for so long, when the economy is already struggling, will require significant loosening in the future to boost activity.
- Global bond yields will remain volatile. Markets are currently running with expectations of near-term US rate cuts, fuelled somewhat unexpectedly by US policymakers themselves. Term premia and bond yields have experienced a marked decline. It would not be a surprise to see a reversal if data points do not support the narrative, but the current 10-year yield appears broadly reflective of a lower medium-term level for Bank Rate.
- There is a heightened risk of fiscal policy and/or geo-political events causing substantial volatility in yields.

Forecast:

- The MPC held Bank Rate at 5.25% in December. We believe this is the peak for Bank Rate.
- The MPC will cut rates in the medium term to stimulate the UK economy but will be reluctant to do so until it is sure there will be no lingering second-round

effects. We see rate cuts from Q3 2024 to a low of around 3% by early-mid 2026.

- The immediate risks around Bank Rate have become more balanced, due to the weakening UK economy and dampening effects on inflation. This shifts to the downside in the short term as the economy weakens.
- Long-term gilt yields are now substantially lower. Arlingclose expects yields to be flat from here over the short-term reflecting medium term Bank Rate forecasts. Periodic volatility is likely.

	Current	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26
Official Bank Rate													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.75	0.75	1.00	1.00
Central Case	5.25	5.25	5.25	5.25	5.00	4.75	4.25	4.00	3.75	3.50	3.25	3.00	3.00
Downside risk	0.00	0.00	-0.25	-0.50	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
3-month money market rate													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.75	0.75	1.00	1.00
Central Case	5.40	5.40	5.40	5.30	5.15	4.80	4.30	4.10	3.80	3.50	3.25	3.05	3.05
Downside risk	0.00	0.00	-0.25	-0.50	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
5yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.77	3.75	3.75	3.75	3.70	3.60	3.50	3.50	3.40	3.30	3.30	3.30	3.35
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
10yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	0.85	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.72	3.75	3.80	3.80	3.80	3.80	3.80	3.80	3.75	3.65	3.60	3.65	3.70
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
20yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	0.85	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	4.16	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.25
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
50yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	0.85	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.76	3.80	3.85	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.95	3.95	3.95
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00

PWLB Standard Rate = Gilt yield + 1.00%

PWLB Certainty Rate = Gilt yield + 0.80%

PWLB HRA Rate = Gilt yield + 0.40%

UK Infrastructure Bank Rate = Gilt yield + 0.40%

London Borough of Hackney's Investment Policy

1. Institutions and instruments included:

1.1 The Council will invest in the following types of institutions;

- UK Central Government
- UK Local Authorities
- Other government entities
- Secured investments
- Banks (unsecured)
- Building societies (unsecured)
- Registered providers (unsecured)
- Money market funds
- Strategic pooled funds
- Real estate investment trusts
- Other investments

1.2 The Council will invest 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 Loans to, and 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 generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

1.4 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 higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

1.5 Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

1.6 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

Glossary of Terms

Government: Loans to, and 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 generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

Secured investments: Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

Banks and building societies (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. See below for arrangements relating to operational bank accounts.

Registered providers (unsecured): Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

Money market funds: Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

Strategic pooled funds: Bond, equity and property funds that 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.

Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

Other investments: This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.

TREASURY MANAGEMENT POLICY STATEMENT

1. Approved Activities

In accordance with the Council's Constitution and Delegated Powers, the Group Director 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 SONIA rate, 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 Finance, 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 Finance.

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 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 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 Finance 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 Finance 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 Finance will make such arrangements as are necessary for monitoring daily activities in the treasury functions.

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THE COUNCIL TAX REGIME 2024/25

- 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 also applies a discount for Care Leavers under 25, reducing bills to zero where qualifying conditions have been met and extended this to foster carers residing in the borough in April 2023 again, subject to the meeting of qualifying conditions
5. We are proposing to levy a council tax premium equal to a 100% of the Council tax charge in 2024/25 on any liable property which is unoccupied and substantially unfurnished for a continuous period of at least one year. We are also proposing to signal our intent prior to 1st April 2024 that we will levy second homes premium from 1st April 2025.
6. 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 90% of the tax. 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 license to occupy
- Other resident
- Owner

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MEDIUM TERM FINANCIAL PLAN (MTFP) 2025/26 to 2027/28

1.0 INTRODUCTION

- 1.1 This MTFP updates the Council's budget strategy for the financial years 2025/26 to 2027/28. It is based on current policies and a review of the service and financial planning horizon. The resources forecasts contained therein are based on illustrative external funding levels for 2025/26 to 2027/28 including: - the 2024/25 Local Government Finance Settlement and the 2023 Autumn Statement.
- 1.2 The updated MTFP is also based on estimates of future council tax, business rates and other income.
- 1.3 The financial challenge ahead remains considerable, particularly given the significant uncertainty regarding the impact of future government plans for funding levels. The report emphasises the need to build upon a direction of travel whereby the Council looks to embed a transformation programme which aims to maximise efficiency but also recognises that the scale of the budget gap set out in this MTFP means that there will need to be reductions in some of the services we provide.
- 1.4 It will also be necessary to build upon the Council's track record in relation to sound financial management with an 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. We also need to ensure that robust action plans are developed in areas where we have cost pressures - most significantly, but not exclusively, in social care which despite significant growth in budgets and increases in grant remains our biggest revenue spend risk.
- 1.5 The Forecast is primarily concerned with General Fund revenue expenditure and income, but consideration is also given to the Housing Revenue Account (HRA). For further information on the HRA please refer to the HRA budget and business plan approved by Cabinet on 22nd January 2024.

3.0 FINANCIAL BACKGROUND

3.1 Introduction

- 3.1.1 The Council has been operating in a challenging financial environment for some years. Over the past decade, Hackney's core funding from the Government has fallen significantly in real terms since 2010 by almost 40% if we exclude Council Tax. This has coincided with significant ongoing cost

pressures resulting from: - increased demand for many services; increased unit costs; the impact of Government interventions in areas such as welfare, homelessness and education; the on-going impact of the cyberattack, the very high inflation levels in 2022 and 2023, and the ongoing albeit reducing impact of Covid-19. Areas particularly affected include adult social care, children's services, supporting an ageing population, homelessness and certain Education services such as SEN and home to school transport.

3.2 Autumn Statement 2023

3.2.1 The key points of the Statement that impact on Local Government are as follows: -

- In general terms, the Statement was disappointing as no new money was announced for services under most pressure (Adult Social Care and Children's Services), although an additional £120m homelessness prevention grant will be made available UK wide
- The small business multiplier is frozen for a further year which means businesses with a rateable value of £51k will not face an increase in their bills (if their rateable value does not increase during the year). But businesses with a rateable value greater than £51k will face increases as the standard business rates multiplier will increase in line with inflation
- Retail Hospitality and Leisure (RHL) business rates relief (75% relief) will be extended for another year.
- Councils will receive compensation for the freezing of the small business rates multiplier and the extension of the RHL relief
- There are plans to allow local authorities to be able to fully recover the cost of planning fees for major planning applications if decisions are made within certain timelines. If the timelines are not met, developers will receive a refund of these fees
- There was no mention of an extension of the Housing Support Fund into 2024-25 in the Statement and there remains a considerable amount of uncertainty with respect to its future. The message seems to be that the Government is not currently planning an extension but does not rule it out.
- The Local Housing Allowance rate (a determinant of the level of housing benefit people receive to pay private sector rent) will be increased to 30% of local market rents. This is intended to relieve pressure for those on low incomes, particularly regarding housing costs.
- OBR forecasts assume that council tax receipts will increase by 5% in 2024-25 and 2025-26 and by 5.1% in 2026-27 and then by 5.2% in 2027/28 and 2028/29

- There will be £3bn more invested into the Affordable Homes Guarantee Scheme to support housing associations access cheaper loans for energy efficiency works and building new homes.

3.2.2 On future funding levels the Statement noted that planned departmental spending will grow at 1% a year in real terms (accounting for inflation) from 2025-26 to 2028-29. No detail was given on how individual departments will be affected but the Institute for Fiscal Studies have estimated that, based on reasonable assumptions about what may be needed for the NHS and schools and existing commitments on defence, overseas aid and childcare, funding for other services in England may need to be cut by an average of over 3% per year in real terms. It follows that pressures on external funding allocations are likely to continue if these departmental spending plans are carried out.

3.3 Provisional and Final Local Government Finance Settlement 2024/25

3.3.1 The Provisional Local Government Settlement for 2024/25 was published on 18th December 2023. Additional funding for social care was subsequently announced in January 2024 and the Final Settlement was published on 5th February 2024. The details of the Provisional Settlement are set out in the 2024-25 Budget report but it is worth reiterating the concluding paragraph.

3.3.2 It is clear that the funding in the Settlement does not provide enough funding to meet the severe cost and demand pressures Hackney and other Councils face next year and in future years. The LGA have estimated, for example, that “The settlement means councils still face a £4 billion funding gap over the next two years”. The financial situation therefore remains extremely challenging going forward. In terms of future years we have no indication of our future funding levels but we do know that we cannot rely on inflationary increases in funding in future years, to reduce budget gaps - the inflation rate (CPI) in January 2024 was 4% and in February 2024 the Bank of England stated that “It could fall to 2% for a short while in the Spring before rising a bit after that”.

3.3.3 What is of most relevance in the Settlement in the context of the MTFP is the uncertainty surrounding future years. Nothing was added to what was set out in the Autumn Statement and noted above.

3.3.4 Also, neither the fundamental reform to needs assessments (previously termed the Fair Funding Review) nor the business rates reset will be implemented before 2025/26 and no indication was given by the Government as to when either will be introduced. Given that much of the work previously done on the new needs assessments is now out of date, this will have to be revisited which will almost certainly require a substantial amount of work to be carried out. It follows that there must be significant doubt whether the new funding system will be introduced in 2025-26 or even in 2026-27.

3.3.5 In conclusion, the 2024-25 Local Government Finance Settlement and 2023 Autumn Statement failed to provide any certainty for the future funding of local government. The uncertainty hinders the ability of Hackney and other councils to plan their budgets and deliver the maximum value for money for taxpayers, including our residents. The Council needs certainty over how it will be resourced and we look forward to the reintroduction of multi year settlements.

3.4 Cost Pressures

3.4.1. As we noted in the Budget Report, the Council's preferred strategy to manage growth, inflation and its impact on cost pressures, has been for service areas to manage pressures within their budgets including by factoring one-off funding and grants (for example, the Social Care Grant and the Homelessness Prevention Grant) as far as possible. Although 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 and for which budget growth has been added.

3.4.2 This strategy has become increasingly more difficult given the escalating demands on services (particularly social care). Over the period 2025/26 to 2027/28, we expect most cost pressures to be contained within existing budgets and, or met in part by one-off funding (e.g. the Social Care Grant) but there are pressures which will require additional funding, primarily the

- Assumed Pay awards
- Energy Costs
- Some Building Maintenance Costs
- Certain Directorate Cost pressures - primarily pressures in social care and children's services which are not met by one-off grants.
- Temporary Accommodation

Funding for Directorate cost pressures are held corporately until such time as the pressure emerges and will only be allocated to Directorates following agreement of the Interim Group Director of Finance and after it is clear that the pressure cannot be managed from within the current directorate cash limits.

3.4.3 During the period covered by the Plan we expect that additional cost pressures in certain services will require increased funding. These include: - Childrens' services (placements, especially residential and high cost supported, and disabled children's services), Adult Social Care (demand led cost pressures arising from demographic factors and the increasing complexity of client needs); and Homelessness, Energy costs and Building Maintenance. For the latter three categories there is less certainty around the direction of travel and although provision is made corporately they are subject to variation.

3.5 Medium Term Financial Plan

- 3.5.1 In this section we present a revised indicative financial forecast which covers the period 2025/26 to 2027/28.
- 3.5.2 Making budgetary forecasts for future years is very difficult because a robust estimate of core funding is crucial to the validity of the forecast as we are so dependent on this funding stream; and as noted previously, no departmental spending plans beyond 2024/25 were published in the 2023 Autumn Statement. It follows that there is minimal information on which to base our estimates
- 3.5.3 As noted above, the Autumn Statement 2023 stated that planned departmental spending will grow at 1% a year in real terms (accounting for inflation) from 2025-26 to 2028-29. No detail was given on how individual departments will be affected but as previously noted, the Institute for Fiscal Studies have estimated that, based on reasonable assumptions about what may be needed for the NHS and schools and existing commitments on defence, overseas aid and childcare, funding for other services in England may need to be cut by an average of over 3% per year in real terms. year. It follows that external funding allocations will remain challenging if these departmental spending plans are implemented
- 3.5.4 With regards to the long awaited Funding Review and Business Rates Reset, as noted previously, there is great uncertainty about when it will be introduced. What we do know is that Hackney will almost certainly lose from any funding reform that amends the current system rather than completely replaces it, as:
- (a) We have become less deprived (according to official deprivation measures such as the Index of Multiple Deprivation), since the needs assessments (a critical element of funding allocations) were last formulated in 2013.
 - (b) Our population (one of the most important determinants of the needs assessments) will be based on the 2021 Census in any new system, which has grown by relatively less than the London average;
- 3.5.5 A more specific issue is that any reform is likely to review the way in which councils in London and the South East are compensated for the higher wages and rates bills that they face compared to the rest of England: and every reformulation of the governing formula that has been made to date has disadvantaged Hackney.
- 3.5.6 Also, the Business Rates Reset will almost certainly reduce our external funding as our rateable value has increased by far more than the national average primarily because of the 2017 and 2022 business rate revaluations

- 3.5.7 Given we expect to lose funding as a result of the review, we anticipate that if and when a new system is introduced, we will be protected by a system of safety nets but at this stage, we do not know how this will operate, what level of protection it will afford and how quickly it will be unwound. A safety net is a mechanism employed to limit the losses from one year to the next with the protection eventually being withdrawn at which time the full loss will flow through.
- 3.5.8 Given that no departmental spending plans were published beyond 2024/25 and given that we don't know when Fair Funding nor the Business Rates reset will be introduced, then we can only make (very) indicative estimates of our external funding levels in the forecast. These estimates may change if more clarification is issued on any of these matters.

3.6 Medium Term Financial Plan - Underlying Assumptions

The underlying assumptions are as follows:-

Income

- (a) We assume that the Funding Reform and Business Rates Reset will both be introduced during 2027/28. As noted in 3.5.4 above, we expect to lose funding with the annual losses being limited by the application of safety nets by the Government. We have assumed that in 2027/28 our losses will be limited to 2% of our 2024-25 core spending allocation which equals £7.280m.
- (b) Revenue Support Grant is increased by 2% in each year of the Plan in line with forecast inflation levels.
- (c) The business rates multiplier is assumed to increase by 2% in each year of the Plan for properties with rateable values greater than £51k, but frozen in all years for properties with a rateable value of less than £51k. This is reflected in our estimation of the top-up grant. It is further assumed that we receive a S31 grant allocation which ensures that we receive full compensation for the failure to increase multiplier in line with inflation for the properties with a rateable value of less than £51k.
- (d) The business rates rateable values in all years are assumed to be unchanged from 2024-25. Retail Hospitality Reliefs are assumed to be deleted in 2025/26 but all other reliefs are assumed to increase by the forecast inflation of 2% in each year. A provision against income losses from appeals of £8m is included in each year and the collection rate is assumed to be 95% in 2025/26, 96% in 2026/27 and 96.25% in 2027-28.

- (e) Business Rates Retention is set at 30% throughout the period of the Plan (i.e the % that Hackney keeps from the total business rates yield, with the balance going to the GLA and the Government)
- (f) The Council Tax rate is assumed to increase by 2.99% in all years of the Plan. We also assume that taxbase will increase by 300 Band D properties each year; and the collection rate will be 94% in 2025/26, 94.5% in 2026/27 and 95% in 2027-28.
- (g) We assume that we will not receive any Services Grant nor New Homes Bonus Grant in all years of the Plan. This follows on from the significant decreases in the Settlement for 2024/25.
- (h) Public Health Grants are set equal to the previous year's grant with any subsequent increase being passed on to the service.
- (i) The 2024/25 Social Services Grants are assumed to increase by 2% per annum and this is factored into the growth we have assumed in the forecast for social care.

Expenditure

- (a) It is assumed that all of the 12 Area Savings for 2025-26 and 2026-27 and other agreed savings are achieved. This will need to be closely tracked and alternative proposals identified if these are not delivered.
- (b) A total of £20.481m growth has been included in the plan to manage cost pressures in 2025-26 (£18.329m for Adults and Childrens), which rises to £34.481m in 2026-27 (£30.329m for Adults and Childrens) and to £38.981m in 2027-28 (£34.329m for Adults and Children). These are cumulative estimates which take into account the assumptions around increases in the social care grants set out above. This provision for growth will be subject to ongoing review.
- (c) An additional provision for Energy of £6.220m is applied in each year of the plan and will be subject to ongoing review as energy prices fluctuate.
- (d) In constructing the impact of the pay award, we have rolled forward the additional costs of the 2024-25 pay award costs into 2025-26 to 2027-28 (assumed to be 3%), and further assumed an additional 3% for 2025-26, and then a further 3% for 2026-27 and a further 3% for 2027-28.
- (e) The Concessionary Fares and NLWA levies are increased in line with latest forecasts from TfL and the NLWA.
- (f) RCCO is set at £3.350m in each of the three years.

- (g) The Minimum Revenue Provision is £12m in 2025/26, then £15.7m in 2026/27 and £17.9m in 2027/28. Interest charges are set at £2.9m, £3.9m and £3.9m respectively.

3.7 The forecast derived from these assumptions is shown below. Please note that the forecast must be regarded as **illustrative only**. This is primarily due to the external funding uncertainties but also due to unknowns in relation to demand pressures.

Forecast 2025-26 to 2027-28

RESOURCES	2025-26 £m	2026-27 £m	2027-28 £m
External Core Funding incl S31 Top Up Grant	134.329	135.273	130.567
Business Rates Income including S31 & deficit c/fwd	75.878	78.355	80.406
Council Tax incl deficit c/fwd & support netted off	112.300	116.723	121.314
Improved Better Care Fund & Better Care Fund	21.837	21.837	21.837
Public Health	37.041	37.041	37.041
New Homes Bonus/Services Grant	0.000	0.000	0.000
TOTAL	381.385	389.230	391.166
EXPENDITURE	2025-26 £m	2026-27 £m	2027-28 £m
Directorate Cash Limits after Savings and HRA Recharge	302.867	295.030	295.030
AH&I and C&E Cost Pressures and Growth	18.329	30.329	34.329
Other Directorates' Cost Pressures and Growth	2.152	4.152	4.652
General Finance (Corporate) Account			
Superannuation	11.951	11.951	11.951
Capital (Minimum Revenue Provision & Interest)	14.900	19.643	21.834
Pay Award	13.479	20.483	27.778
NLWA Levy	11.588	11.737	15.591
Concessionary Fares Levy	12.625	14.404	16.183
Provision for increased Energy Costs	6.220	6.220	6.220
Provision for increased Building Maintenance Costs	3.200	3.200	3.200
Revenue Contribution to Capital Outlay (RCCO)	3.350	3.350	3.350
Other Corporate Items	3.185	3.365	3.370
TOTAL	403.846	423.864	443.488
GAP	-22.461	-34.635	-52.322

3.8 The cumulative forecast budget gaps are £22.461m, £34.635m and £52.322m respectively. The primary reasons for the large budget gaps in all years is the

budget added to address cost pressures in adult social care and children's services, the pay award and increases in the Minimum Revenue Provision (MRP).

3.9 These budget gaps can be reduced by the following mitigations:

- (a) Pause the Revenue Contribution to Capital Outlay (RCCO) transfer. This will mean replacing revenue funding with borrowing. This will increase our assumption around money set aside for borrowing (the minimum revenue provision) and interest costs, however this cost is spread over a much longer timeframe and could assist the Council in the medium term given the challenging level of the budget gap.
- (b) Pause the current budgeted revenue contributions to lifecycle funds in relation to fleet replacement and whole life costing in respect of corporate buildings. This will increase our assumption around money set aside for borrowing (the minimum revenue provision) and interest costs, however this cost is spread over a much longer timeframe and could assist the Council in the medium term given the challenging level of the budget gap.

3.10 If (a) and (b) were agreed as part of the budget setting process for the medium term period it would be recommended that this was kept under review and potentially built back into the budget at a future date if and when this becomes feasible.

This has the following impact on the budget gaps:

	2025-26 £m	2026-27 £m	2027-28 £m
Budget Gaps before Mitigations	-22.461	-34.635	-52.322
Mitigations:			
Pause RCCO Transfer	3.350	3.350	3.350
Pause budgeted revenue contributions to lifecycle funds	1.610	1.610	1.610
Adjustments to MRP and interest (3.9a)	-0.165	-0.424	-0.679
Adjustments to Interest charges (3.9b)	-0.079	-0.204	-0.326
Budget Gaps after Mitigations	-17.745	-30.303	-48.367

3.11 It is also worth noting that the assumed increase in the council tax rate in the Plan is 2.99%. However, it is quite possible, given the 2023-24 and 2024-25 council tax referendum schemes, boroughs may be able to increase their rate increase to 4.99% in future years. The effect of a 4.99% increase in each year would be to increase council tax income (and hence reduce the gaps) by the following amounts: £2.2m in 2025-26; £4.6m in 2026-27; and £7.3m in 2027-28 (these estimates are cumulative).

4.0 HRA

- 4.1 The HRA covers all income and expenditure relating to the portfolio of housing stock owned by the Council. It is required by the Local Government and Housing Act 1989 to be ring-fenced from the Council's General Fund. The legislation specifies that only expenditure relating to the Council's landlord role can be charged to the HRA and, by extension, funded by the rents charged to tenants. The Council has a legal duty to ensure that the account remains solvent and to prepare a long-term business plan, the 30-year HRA Business Plan annually and keeps this under regular review.
- 4.2 The HRA budget is set in line with the HRA Business Plan which was approved in March 2019 as part of the Housing Asset Management Strategy. This plan sets out the Council's financial plans for managing and maintaining its housing stock (including leasehold properties) and other assets held in the HRA. The HRA Business Plan financial model informs the budget setting and capital programme over the Business Plan period. Its fundamental purpose is to set out the resources required to ensure the effective and sustainable management of our housing assets.
- 4.3 Reviewing and updating the 30-year HRA Business Plan involves a long-term assessment of the funding needed to deliver landlord duties alongside wider strategic housing objectives. This involves detailed modelling of operating resource requirements, capital investment plans and external funding streams against wider environmental factors such as macroeconomic assumptions and potential legislative changes.
- 4.4 In undertaking this review we follow the HRA Voluntary Code of Practice which covers six Principles that describe what the sector considers as essential elements for the continued sustainability of a self-financed HRA Financial viability. The finance Principle is that the housing authority has put in place arrangements to monitor the viability of the housing business and takes appropriate actions to maintain viability. Therefore, the following framework has been designed for assessing the viability of the HRA Business Plan and is being applied within the current model. These metrics are based on successful operation of similar minimum/maximum metrics across the housing sector. They represent a sound and effective way of managing borrowing and investment capacity:
- A minimum closing reserve balance of 10% of total revenue expenditure
 - An Interest Cover Ratio set at a minimum of 1.25, defined as net operating surplus divided by HRA interest costs;
 - A Loan to Value ratio set at a maximum of 70%, defined as outstanding HRA borrowing (HRA Capital Financing Requirement) divided by total asset valuation of HRA assets on the balance sheet.
- 4.5 Adopting these measures and testing changes to the plan against them will enable the Council to maximise its outcomes whilst ensuring a financially sustainable Business Plan is always in place. It will also ensure that decision

making on future HRA capital schemes becomes more efficient in terms of considering long-term income and expenditure forecasts.

- 4.6 The main source of funding for housing is rental income. The Social Housing Regulator sets the rent standard for Social Housing and for 2024/25 this was set as CPI plus 1%. For 2024/25 we have approved this rent increase. The current policy within the HRA business plan is to follow the Social Housing Rent Standard in order to maintain a financially viable HRA. This policy is needed to fund general inflation levels to deliver our operational requirements and strategic priorities, from repairs and maintenance to building safety and decarbonisation. 2024/25 is the last year of the Rent Standard of CPI plus 1%
- 4.7 The assumption for rent increases in the HRA business plan going forward is CPI, 3% for 2025/26 and 2% thereafter which is the Government long term target for inflation. It is essential that rent levels need to keep pace with inflation because any departure from this would require additional savings that would impact on services to tenants and ultimately, have a long term impact on future rent levels and income and reduce the resources we have to invest in our housing stock.
- 4.8 Over the medium term there is a need to deliver service transformation and deliver savings from 2025/26 onwards in order to replenish the RCCO budget removed to balance the 2023/24 budget and continue to invest in our housing stock. It is recognised that there will need to be an continuing open and honest conversation with our tenants that recognises that in real terms there will be less money to spend going forward and therefore want to ensure that we proactively target our spending of the available budget in a way that reflects their priorities. This engagement has begun with the consultation over the Summer on “Future Housing Priorities” which will inform our financial planning going forward.
- 4.9 The Council wishes to sustain its investment in its housing assets by ensuring all homes are maintained to a high standard, through a wide range of works and cyclical programmes that ensure compliance with legal and safety regulations and that protect against, and prevent deterioration of its buildings. There are also wider Council ambitions to reduce the carbon emissions from the housing stock from investment in thermal and heating technologies, but there is currently no identified resource to fund this investment. However, the Council will continue to adopt the “fabric first” approach and use existing available resources to carry out improvements to the fabric of our buildings until better and more reliable technology is available to replace current energy systems. This will include carrying out pilot retrofit initiatives.
- 4.10 In addition to investment in existing properties, the Council continues to progress three extensive regeneration programmes within the borough: Woodberry Down, the Estate Regeneration Programme (ERP), and the Housing Supply Programme (HSP). In addition, it approved a new housing regeneration programme, the New Council House Building Programme, in

December. The financial plans for the existing HRA stock and the regeneration programmes are presented and monitored separately to ensure the viability of each of the asset investments.

4.11 There are risks facing the HRA over the medium to long term and the financial modelling takes these risks into account as far as possible. To mitigate the risks and to ensure the financial viability of the HRA we have set the metrics in para 4.4 and we will monitor these regularly. The specific risks facing the HRA are as follows:

- Assumed Pay awards, if the pay awards is in excess of the planning assumption
- Energy Costs - the volatility of the energy market continues to be impact financial planning
- Inflation on Building Maintenance Costs exceeding the planning assumption. Rent increases are linked to CPI and the inflation impacting building maintenance costs may be significantly more than that.
- Impact of the cost of living crisis on rent collection and other income.
- The requirements of the Building Safety Act.

4.12 The HRA Business Plan financial model requires savings of £10.5m over the period 2024/25 to 2027//28 and the current savings plan will deliver £7.8m over the period. The development of savings proposals will be undertaken in the context of the strategic objectives for housing services, the housing improvement plan, the feedback from our residents and also the need to balance the competing priorities of :

- Maintaining and improving the service we deliver to our tenants and leaseholders;
- Maintaining the investment in our housing stock;
- Ensuring the safety of our residents in their homes;
- Delivering the Council's climate action ambitions for council housing stock;
- The delivery of our housing regeneration programmes; and
- Sustainable borrowing for the HRA.

5.0 CAPITAL

5.1 The capital program significantly influences our Medium-Term Financial Plan (MTFP), especially in terms of the provisions we allocate for debt repayment and financing, as well as our revenue contributions to capital expenditures. As we move ahead, with a decreasing pool of capital receipts and a growing dependence on borrowing, it becomes imperative for us to enhance the provisions within our revenue budgets. In this iteration of the MTFP, we have

incorporated increases in revenue allocations to align with our existing capital program.

- 5.2 It's essential to highlight that regulations mandate a 'minimum revenue provision' for assets funded through borrowing, which comes into play a year after the asset comes into use. Consequently, a decision taken, let's say in 2024/25, regarding a major capital project may not translate into a revenue charge on the general fund until 2026/27 or even later. This impact necessitates careful consideration during capital investment decision-making, despite the fact that the charge won't materialise until after the asset is in use. Furthermore, it underscores the cumulative and long-term implications of significant capital decisions; for instance, a new asset with a useful life of 30 years will generate a revenue charge extending over the next three decades.

6.0 EDUCATION

- 6.1 Hackney Education. In the medium term, the key financial considerations for the Council in relation to Hackney Education are the continued impact of the rising numbers of children and young people (CYP) with education, health and care plans (EHCP's). Government expectation is that the DSG overspend will remain in the Council's accounts as a deficit balance which will then reduce in future years as additional funding is received. However, the Government's commitment to this additional funding and the level this will be at remains unclear. The recent increase in funding has not kept pace with increases in demand. The current regulations around the treatment of any DSG overspends have been extended to the end of 2025/26, therefore there is a financial risk to the Council of carrying this deficit forward beyond this period. The deficit is expected to be circa £20.7m by the end of 2023/24. Also the National reform of the free early years entitlement is expected to have a significant impact on demand for childcare placements, with the greatest shift expected to be for two year olds 30 hour care. There is likely to be significantly more demand for childcare through the proposed reform, specifically for two year olds. Further funding details have been received and implementation of the reforms will commence from September 2024, the scale of the potential impact is currently being assessed.

- 6.2 Schools. During the early stages of the consultation for the National Funding Formula (NFF), some of the initial models suggested that Hackney schools may have ended up facing significant funding reductions. This was as a result of the expectation that central government would redirect resources from those local authorities viewed as better funded - like Hackney - to those viewed as less well-funded. After significant lobbying from many stakeholders, the reality of the implementation of the NFF was per pupil funding increases across the board, with increases weighted towards lower funding authorities. This is expected to continue to be the case in the medium term.

Hackney, in line with the rest of London, is facing considerable changes in terms of demographics, with many primary schools now facing falling rolls after a decade of unprecedented demand for places. It is uncertain how long

this period of decreased demand will last and it is vital that the school funding system is able to respond to this challenge swiftly to ensure that schools are not destabilised financially. This is the main financial concern for schools in Hackney in the medium term.

7.0 CONCLUSION

- 7.1 The 2024-25 MTFP demonstrates the significant financial challenge the Council faces over the period 2025-26 to 2027-28. Against a background of a likely real term freeze in external resources, the council faces increasing demand and cost pressures across various services especially in Adult Social Care, Children's Social Services, SEND and Temporary Accommodation. This will require the development of further savings proposals, the successful implementation of the various transformation exercises and the continued effort to drive out efficiencies and economies across all services.
- 7.2 The most significant issue that we faced in formulating this plan was the huge uncertainty regarding external funding arrangements. If and when more is known about financing levels for 2025-26 and the timing and content of the possible funding review, we will produce an updated iteration of the Plan.

Programme Description	Capital Budget 23/24	Capital Budget 24/25	Indicative Capital Budget 25/26	Indicative Capital Budget 26/27	Total Indicative Capital Budget 23/24 to 26/27
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Chief Executive's

Libraries and Archives					
Library Security	0	200,000	0	0	200,000
Library Capital Works	224,173	595,000	0	0	819,173
Library Refurb Programme	1	19,075	0	0	19,076
Stoke Newington Library Refurb	126,349	4,174,000	100,000	0	4,400,349
Library & Comm Transformation	15,650	369,850	0	0	385,500
2nd Gen Library Self Issue Mac	0	120,000	0	0	120,000
Hackney Museum Refurbishment	0	0	350,000	0	350,000
Hackney Central Library Imp. project	0	425,000	0	0	425,000
Stamford Hill Library	0	0	500,000	0	500,000
Net Subtotal - Libraries and Archives	366,173	5,902,925	950,000	0	7,219,098
Total Budget Chief Executive's	366,173	5,902,925	950,000	0	7,219,098

Adults, Health and Integration

Adults, Health and Integration					
Hackney Mortuary	596,643	1,231,000	30,000	0	1,857,643
Mosaic	720,000	570,765	481,468	205,172	1,977,405
Oswald Street Day Centre	324,400	0	0	0	324,400
Net Subtotal - Adults, Health and Integration	1,641,043	1,801,765	511,468	205,172	4,159,448
Total Budget Adults, Health and Integration	1,641,043	1,801,765	511,468	205,172	4,159,448

Children and Education

Children and Family Services					
Shoreditch Play Adventure	151,624	398,000	0	0	549,624
Care Leavers Hub	15,000	285,000	0	0	300,000
Fernclyff Centre CCTV	82,157	0	0	0	82,157
Net Subtotal - Children and Family Services	248,781	683,000	0	0	931,781

Education Asset Management Plan

Jubilee Primary	10,281	0	0	0	10,281
Queensbridge Primary	2,776	0	0	0	2,776
Mapledene Day Nursery	8,655	0	0	0	8,655
Oldhill AMP	290,504	0	0	0	290,504
Benthal AMP	5,679	0	0	0	5,679
Morningside AMP	186,255	600,000	600,000	165,000	1,551,255
Colvestone AMP	4,181	0	0	0	4,181
Parkwood AMP	9,047	0	0	0	9,047
Berger School Works	366,898	275,933	0	0	642,831
AMP Contingency	561,711	443,651	0	0	1,005,362
Sir Thomas Abney AMP	617,077	612,022	0	0	1,229,099
Daubeney School & CC AMP	30,000	219,645	0	0	249,645
Development AMP	50,000	1,747,570	1,750,000	1,837,500	5,385,070
Ann Tayler CC	184,299	661,676	0	0	845,975
Education Asbestos Removal	67,000	40,000	0	0	107,000
Lauriston PS AMP	325,000	500,000	0	0	825,000
Woodberry Down PS AMP	50,000	1,300,000	0	0	1,350,000
Gayhurst PS AMP	100,000	250,000	0	0	350,000
Hillside CC AMP	0	260,000	0	0	260,000
Millfields PS AMP - Boiler & Roof	117,445	1,990,000	0	0	2,107,445
CC Development	180,265	400,000	105,000	110,250	795,515
Kingsmead AMP	0	400,000	0	0	400,000
London Fields AMP	0	600,000	600,000	165,000	1,365,000
Net Sub Total - Education Asset Management Plan	3,167,073	10,300,497	3,055,000	2,277,750	18,800,320

Education Sufficiency Strategy

Ickburgh BSF Ph3	4,880	0	0	0	4,880
Net Subtotal - Education Sufficiency Strategy	4,880	0	0	0	4,880

SEND and Other Education Capital

DFC Holding Code	384,484	0	0	0	384,484
The Garden School SEN	3,507	0	0	0	3,507
Education SEND Strategy	84,892	199,183	0	0	284,075
Simon Marks SEND	174,687	0	0	0	174,687
Nightingale SEND	97,998	5,002	0	0	103,000
Petchey Academy SEND	0	288,000	0	0	288,000
Side by Side SEND	500,000	0	0	0	500,000
Sebright SEND	64,900	255,100	0	0	320,000
Daniel House SEND	197,200	2,402,800	0	0	2,600,000
The Bridge Academy SEND	70,000	30,000	0	0	100,000
Comet CC SEND	98,700	846,300	0	0	945,000
Contingency SEND	0	570,000	230,000	0	800,000

CAPITAL PROGRAMME 2024/25 - 2026/27					APPENDIX 6
Programme Description	Capital Budget 23/24	Capital Budget 24/25	Indicative Capital Budget 25/26	Indicative Capital Budget 26/27	Total Indicative Capital Budget 23/24 to 26/27
SEND Refurbishment	0	1,000,000	4,000,000	800,000	5,800,000
Net Subtotal - SEND and Other Education Capital	1,676,368	5,596,385	4,230,000	800,000	12,302,753
Primary School Programmes					
Woodberry Down CC Relocation/r	2,985,872	0	0	0	2,985,872
Shacklewell School	0	400,000	0	0	400,000
Façade Developmnt & Profes Cost	233,566	0	0	0	233,566
Daubeney Façade	22,331	8,603	0	0	30,934
Contingency Facade Repairs	83,305	1,000,000	0	0	1,083,305
Colvestone Façade	47,256	13,098	0	0	60,354
Gayhurst Façade	772,765	0	0	0	772,765
Grasmere Façade	8,144	0	0	0	8,144
Harrington Hill Façade	0	99,251	0	0	99,251
Hoxton Gardens Façade	201	0	0	0	201
Mandeville Façade	719,680	418,756	0	0	1,138,436
Millfields Façade	96,023	0	0	0	96,023
Morningside Façade	1	0	0	0	1
Orchard Façade	316,922	0	0	0	316,922
Southwold Façade	313,473	7,837	0	0	321,310
Springfield Façade	548,697	14,228	0	0	562,925
Oldhill Façade	418,575	9,204	0	0	427,779
William Patten Façade	0	543,808	0	0	543,808
Net Subtotal - Primary School Programmes	6,566,811	2,514,785	0	0	9,081,596
Secondary School Programmes					
BSF Whole Life Costing	28,129	0	0	0	28,129
Stoke Newington BSF Life Cycle	484,775	0	0	0	484,775
Clapton Girls BSF Life Cycle	35,422	0	0	0	35,422
Clapton Portico	260	0	0	0	260
BSF LC Early Failure Conting	838,087	1,538,344	1,615,261	1,824,354	5,816,046
Temp Sec School Audrey St site	200,000	136,626	0	0	336,626
The Urswick School Expansion	25,404	155,122	0	0	180,526
Urswick School Lifecycle	1,454	0	0	0	1,454
Haggerston School Lifecycle	409,456	0	0	0	409,456
Net Sub Total - Secondary School Programmes	2,022,987	1,830,092	1,615,261	1,824,354	7,292,694
Total Budget Children and Education	13,686,900	20,924,759	8,900,261	4,902,104	48,414,024
Finance and Corporate Resources					
Strategic Property Capital					
Decant to MBH & Moves to CAH	91,476	0	0	0	91,476
HSC Flooring Replacement Works	15,981	0	0	0	15,981
Corp Accommodation Restack	162,822	355,000	155,000	155,000	827,822
HTH Essential Works	262,000	2,105,230	762,173	0	3,129,403
HSC Lighting Upgrade	0	197,718	0	0	197,718
39-43 St Andrews Rd Works	148,710	13,482	0	0	162,192
14 Andrews Rd Works	500,000	207,109	0	0	707,109
SN Town Hall and Assembly Hall	725,000	1,932,558	0	0	2,657,558
DDA	0	346,496	0	0	346,496
Reactive Maintenance	21,743	71,237	0	0	92,980
Asbestos Surveys	24,118	470,266	0	0	494,384
Corporate Property Annual Surv	53,307	97,762	101,478	104,718	357,265
Core Campus Life Cycle Costing	41,000	34,000	0	0	75,000
CPAM Database	27,400	109,600	0	0	137,000
CCG Primary Care Capital Proje	13,596,776	0	0	0	13,596,776
Millfields Disinfecting Statio	20,000	35,728	0	0	55,728
161 Northwold Rd	25,000	33,358	0	0	58,358
80a Eastway	13,319	0	0	0	13,319
Commercial Properties	100,000	100,000	0	0	200,000
LandlordWks12-14 Englefield Rd	1,360,467	0	0	0	1,360,467
61 Evering Road	69,718	0	0	0	69,718
Wally Foster Centre	168,325	0	0	0	168,325
Landlord Wks 329 Queensbridge	83,296	20,764	0	0	104,060
61 Leswin Road	56,106	96,250	0	0	152,356
Millfields Waste Depot	123,625	772,449	60,000	0	956,074
VCS Fire Risk & Rem Wks (GF)	880,000	3,246,352	2,029,002	1,355,790	7,511,144
Property Overall	287,100	1,900,000	0	0	2,187,100
Vehicle Maintenance Workshop	71,508	385,515	0	0	457,023
CA Fire Risk & Rem Wks (GF)	0	5,354,223	0	0	5,354,223
Net Subtotal - Strategic Property Capital	18,928,797	17,885,097	3,107,653	1,615,508	41,537,055
ICT Capital					
ICT General	589,095	0	0	0	589,095
Cyber Recovery Capital	171,219	0	0	0	171,219

CAPITAL PROGRAMME 2024/25 - 2026/27 APPENDIX 6

Programme Description	Capital Budget 23/24	Capital Budget 24/25	Indicative Capital Budget 25/26	Indicative Capital Budget 26/27	Total Indicative Capital Budget 23/24 to 26/27
End-user IT Equipment	159,816	0	0	0	159,816
Members Device Refresh	5,482	0	0	0	5,482
Mobile Phone Refresh	30,526	0	0	0	30,526
Data Analytics Platform	127,400	208,000	69,600	0	405,000
Libraries ICT Upgrades	30,279	0	0	0	30,279
Financial Management System	75,336	0	0	0	75,336
Target Services	300,000	450,000	0	0	750,000
Liveable Hackney	906,172	99,733	0	0	1,005,905
Network refresh	300,000	200,000	0	0	500,000
Net Sub Total - ICT Capital	2,695,325	957,733	69,600	0	3,722,658
Corporate Resources Other Schemes					
E-Tendering System	4,108	15,000	0	0	19,108
Intallation of AMR's	10,000	0	0	0	10,000
Shoreditch Hoxton Heat Cluster	10,350	0	0	0	10,350
Hackney Green Homes Programme	50,000	150,000	0	0	200,000
Community Energy Fund	307,389	0	0	0	307,389
PV Solar Panel	9,544	35,000	0	0	44,544
Green Homes Fund	244,627	0	0	0	244,627
Solar Project (Commercial)	482,795	0	0	0	482,795
Building Access System	20,000	430,000	0	0	450,000
HLP - Residential Solar PV Pilot	0	1,960,000	0	0	1,960,000
PSDS3b - Decarbonisation	6,100,000	10,700,000	0	0	16,800,000
Net Sub Total - Corporate Resources Other Schemes	7,238,813	13,290,000	0	0	20,528,813
Temporary Accommodation					
Hostel Fire Risk and Remedial Works	780,000	1,735,973	2,749,316	2,959,271	8,224,560
Acquisition 2a Woodberry Grove	5,750,000	0	0	0	5,750,000
104 Greenwood Rd	0	955,000	0	0	955,000
Temporary Accommodation Investment Fund	0	5,000,000	0	0	5,000,000
Net Sub Total - Temporary Accommodation	6,530,000	7,690,973	2,749,316	2,959,271	19,929,560
Mixed Use Developments					
Tiger Way Development	89,139	0	0	0	89,139
PRU Nile Street	63,974	0	0	0	63,974
Britannia Phase 1a & 1b	95,000	4,010,506	0	0	4,105,506
Britannia Phase 2b	27,414,561	70,735,065	75,000,000	11,751,478	184,901,104
Britannia Phase 2a	5,000	0	0	0	5,000
Net Sub Total - Mixed Use Developments	27,667,674	74,745,571	75,000,000	11,751,478	189,164,723
Total Budget Finance and Corporate Resources	63,060,609	114,569,374	80,926,569	16,326,257	274,882,809

Climate, Homes and Economy (Non-Housing)					
Leisure, Parks and Green Spaces					
Essential maint to Leis Facil	700,000	0	0	0	700,000
Essential Main to Leisure	600,000	523,797	0	0	1,123,797
Clissold Park Paddling Pool	50,000	0	0	0	50,000
London Fields Learner Pool	912,645	3,921,956	0	0	4,834,601
Parks Strategy - Infrastruct	737,741	1,000,000	1,020,000	1,040,400	3,798,141
Parks PublicConveniences&Cafes	50,000	425,000	0	0	475,000
Daubeneay Fields Play Area	250,000	355,346	0	0	605,346
Fairchild's Gardens	771,000	110,186	0	0	881,186
Parks Equipment and Machinery	90,911	75,000	76,500	78,030	320,441
Connecting Green Spaces	4,667	0	0	0	4,667
Abney Park	1,877,815	694,500	0	0	2,572,315
Shoreditch Park	198,751	0	0	0	198,751
Clissold Park Mansion Works	300,998	0	0	0	300,998
Grow Back Greener North Marsh	45,000	0	0	0	45,000
Rewild London River Lea	62,576	0	0	0	62,576
Clissold Pk Old Paddling Pool	0	150,000	0	0	150,000
Former Side-by-Side	150,000	150,000	0	0	300,000
Haggerston Park Pitch	20,000	580,000	0	0	600,000
Green Building Fund	50,000	150,000	300,000	0	500,000
Pathway Repair Programme	250,000	350,000	400,000	408,000	1,408,000
Connecting Green St Thomas	97,260	0	0	0	97,260
Litter Bin Replacement	73,000	130,390	0	0	203,390
Parks Depot	540,000	1,300,809	1,300,000	0	3,140,809
Drinking Water Fountains	50,000	32,958	0	0	82,958
Play Area Refurbishments	820,000	1,674,781	1,000,000	0	3,494,781
West Reservoir Improvements	500,000	2,350,592	0	0	2,850,592
Biodiversity Improvements	35,080	0	0	0	35,080
Millfields Depot & Lodge Refurb	300,000	305,305	0	0	605,305
Kings Hall LC - Remedial Works	1,000,000	2,095,600	0	0	3,095,600
Kings Hall LC - Survey Costs	287,731	75,000	0	0	362,731

Programme Description	Capital Budget 23/24	Capital Budget 24/25	Indicative Capital Budget 25/26	Indicative Capital Budget 26/27	Total Indicative Capital Budget 23/24 to 26/27
Kings Hall LC - Design Team	1,735,844	0	0	0	1,735,844
Net Subtotal - Leisure, Parks and Green Spaces	12,561,019	16,451,220	4,096,500	1,526,430	34,635,169
Streetscene					
Bridge Maintenance Schemes	63,054	362,289	200,000	200,000	825,343
Parks Trees	200,000	0	0	0	200,000
Street Lighting	120,000	260,149	0	0	380,149
SS Road Safety	891,116	669,423	300,000	306,000	2,166,539
LED Lights on Highways	699,625	171,298	0	0	870,923
Highways Planned Maintenance	4,750,000	4,750,000	4,750,000	4,845,000	19,095,000
Develop Borough Infrastructure	600,683	557,604	300,000	306,000	1,764,287
Highways Planned WaterDrainage	368,526	315,000	315,000	321,300	1,319,826
1-14 Spurstowe Works	20,840	0	0	0	20,840
H/ways Oakwharf (0040-08) S106	0	81,000	0	0	81,000
Denne Terrace Retaining Wall	0	290,000	0	0	290,000
Park Trees H&S Works	0	165,397	200,000	204,000	569,397
Regents Canal Denne Terr Wall	0	31,000	0	0	31,000
Legible London Wayfinding	0	1,616	0	0	1,616
Traffic Calming Measure	0	190,000	0	0	190,000
Wick Road	25,436	0	0	0	25,436
Borough Wide 20mph	0	83,174	0	0	83,174
Highway Works 8-10 Paul Street	0	26,041	0	0	26,041
Highways Works 217 Q'bridg Rd	704	0	0	0	704
Hackney Car Club - Various	18,072	0	0	0	18,072
Shoreditch Village	0	15,459	0	0	15,459
52 well Street & 1 Shore Plac	25,080	0	0	0	25,080
Gascoyne Road	0	15,364	0	0	15,364
Wenlock Rd/Sturt St/Shepherde	14,988	0	0	0	14,988
Clapton Common Pedestrian Imp	5,717	0	0	0	5,717
Hackney Car Club - Furr & Hom	7,650	0	0	0	7,650
Hgway Works 48-76 Dalston Lane	20,584	0	0	0	20,584
Hgway Works Kings Crescent Est	73,793	0	0	0	73,793
Highway Works at 10 Andre St	2,205	0	0	0	2,205
Highway Wk 112-118 Kingsland	0	5,350	0	0	5,350
Highway Wk 357-359 Kingslnd Rd	0	68,626	0	0	68,626
Highway works 130 Cazenove	0	23,539	0	0	23,539
Highway wks Bayton Crt	16,494	0	0	0	16,494
Highway works Spurstowe Works	35,355	0	0	0	35,355
Highway wks 70 Wilson Street	11,102	0	0	0	11,102
The Shoreditch Public Realm (September Bid)	21,823	0	0	0	21,823
Highway works 11-15 Tudor Road	0	17,737	0	0	17,737
Pembury Circus Improvemnt Wks	0	0	872,886	0	872,886
HighwayWk KingslandFireStation	2,224	0	0	0	2,224
Highway Wks 145 City Road	0	49,502	0	0	49,502
Highway Wks 55 Pitfield	21,597	0	0	0	21,597
Highway Wks at The Lion Club	25,740	5,149	0	0	30,889
Highway Wks at The Stage	85,100	13,137	0	0	98,237
Public Realm at The Stage	77,000	531,152	0	0	608,152
Highway Wks at 293-295 Old St	1,394	0	0	0	1,394
Highway Wks Land 83UpperClapt	26,100	0	0	0	26,100
Highway Wks 97-137 Hackney Rd	10,624	0	0	0	10,624
Highway Wks 1-8 & Regen Way	22,829	0	0	0	22,829
Highway Wks at Mare St Studios	78,165	0	0	0	78,165
Highway Wks Great Eastern St	0	55,803	0	0	55,803
Highway Wks Lyttleton House	20,785	0	0	0	20,785
Schools Streets	304,319	304,048	465,000	0	1,073,367
Highway Wk BridgeHse&MarianCrt	0	46,942	0	0	46,942
Highway Wks 211-227 Hackney Rd	100,014	0	0	0	100,014
Highway Wks 35 Shore Road	589	0	0	0	589
Highway Wk 420-424 SevenSister	0	22,547	0	0	22,547
Highway Wk Sheep Lane Ion Hse	494	0	0	0	494
Public Realm New Inn Broadway	0	39,359	0	0	39,359
Highway Wks Thirlmere House	8,387	0	0	0	8,387
Highway Wks King Edwards Road	658	0	0	0	658
Tree Planting	59,779	0	0	0	59,779
Greens Screens	70,000	200,000	267,052	0	537,052
Highway Wk 183-187 Shoreditch	216,739	0	0	0	216,739
St Thomas's Rec Shelter	0	1,463	0	0	1,463
Highway Wks One Crown Place	71,217	0	0	0	71,217
Highway Wks The Lawns	30,359	0	0	0	30,359
Highway Wks Mandeville Street	3,262	0	0	0	3,262

Programme Description	Capital Budget 23/24	Capital Budget 24/25	Indicative Capital Budget 25/26	Indicative Capital Budget 26/27	Total Indicative Capital Budget 23/24 to 26/27
Highway Wks 8-10 Long Street	0	26,407	0	0	26,407
Highway Wks 164-170 Mare St	9,146	0	0	0	9,146
Highway Wks at Tower Court	181,573	0	0	0	181,573
Highway Wks W-berry Down 1b+2	0	196,517	0	0	196,517
Dockless Bikes	32,890	100,000	0	0	132,890
EV Buildout Go Ultra Low City	15,163	0	0	0	15,163
Highway works 55 Dalston Lane	9,840	0	0	0	9,840
Highway Wk 9-15 Helmsley Place	9,457	0	0	0	9,457
Highway Wks 17 Corsham Street	0	16,636	0	0	16,636
Highway Wks 102 Milton Grove	2,317	0	0	0	2,317
Highway Wk 1 Wilberforce Rd	2,773	0	0	0	2,773
H'way Wks H'ton Sq & H'ton St	4,385	0	0	0	4,385
Leonard St(West) Public Realm	0	104,473	0	0	104,473
Legible London Signing	17,976	22,565	80,000	0	120,541
Highway Wks 30-36 Stamford Rd	1,869	0	0	0	1,869
Highway Wks Leagrave St	120,770	0	0	0	120,770
Highway Wks 25 Downham Rd	3,266	0	0	0	3,266
Highway Wks 14-44 Spurstowe	1,175	0	0	0	1,175
H'way Wk 392-394 Seven Sisters	0	32,121	0	0	32,121
New North Rd Public Realm	40,501	0	0	0	40,501
Charles Square Public Realm	145,681	0	0	0	145,681
Phipp St Public Realm	155,129	630,838	0	0	785,967
Highway Wks 100 Hasset Road	0	35,300	0	0	35,300
H'way Wk Bridport Pl & W'shire	0	15,564	0	0	15,564
EV Charging Points	181,003	390,632	223,000	112,000	906,635
Street Lighting Column Structural Testing & Replacement	400,000	600,000	500,000	0	1,500,000
LTN's	500,000	500,000	500,000	0	1,500,000
Colvestone Crescent	50,000	550,000	0	0	600,000
Remarking Road Marking	100,000	100,000	100,000	102,000	402,000
70a-78 Oldhill Street	29,314	0	0	0	29,314
91-93 Rendlesham Road	28,030	0	0	0	28,030
Highway Wks 12-16 Rowe Lane	96,195	0	0	0	96,195
Highway Wks Morpeth Road	97,805	0	0	0	97,805
Highway Wks 74 Rivington Stree	103,943	0	0	0	103,943
Highway Wks 225 City Road	337,889	0	0	0	337,889
Olive School Street S106	20,000	100,000	29,804	0	149,804
Hackney Central Station	0	280,000	0	0	280,000
Pembury Circus & Amhurst Rd	500,000	1,725,000	9,895,300	0	12,120,300
Tree Planting near Principal Place	18,764	0	0	0	18,764
Cycle stands at New Inn Yard	18,771	0	0	0	18,771
Highway Wk 130 Kingsland High	0	5,000	0	0	5,000
Highway Wk Mildenhall Road	0	12,853	0	0	12,853
39-47 East Road	0	165,332	0	0	165,332
Hertford Road	0	65,569	0	0	65,569
Highways Wks Olive School	273,516	117,224	0	0	390,740
Highway Wk 168-178 Shoreditch	22,552	0	0	0	22,552
Highway Wks 28 Powell Road	29,135	0	0	0	29,135
Highway Wks 2A Forest Road	16,550	0	0	0	16,550
Highway Wk 17-33 Westland Plac	72,048	0	0	0	72,048
Marvin Street	50,000	100,000	0	0	150,000
Highway Wk 61 Queens Drive	5,284	0	0	0	5,284
Green Lane Cycle Scheme	0	125,684	0	0	125,684
Net Sub Total - Streetscene	12,934,932	15,386,883	18,998,042	6,396,300	53,716,157
Environmental Operations and Other					
Waste & Fleet Replacement	149,930	3,923,107	5,715,755	0	9,788,792
Comm Vehicles Winter Maintenance	352,754	0	0	0	352,754
Millfields Depot Maintenance	293,000	0	0	0	293,000
Net Sub Total - Environmental Operations and Other	795,684	3,923,107	5,715,755	0	10,434,546
Public Realms Transport for London Funded Schemes					
Corridors (TFL)	1,241,000	0	0	0	1,241,000
Streetspace (TFL)	460,000	0	0	0	460,000
Net Sub Total - Public Realms Transport for London Funded Schemes	1,701,000	0	0	0	1,701,000
Parking and Market Schemes					
Hackney Street Markets Strat	0	0	289,408	0	289,408
Cycle Hangers	637,000	1,322,770	875,000	0	2,834,770
Net Sub Total - Parking and Market Schemes	637,000	1,322,770	1,164,408	0	3,124,178
Community Safety, Enforcement and Business Regulations					
Enforcement Strategy database	100,000	0	0	0	100,000
Dalston CCTV Cameras	1,924	0	0	0	1,924
Shoreditch CCTV Cameras	128,626	0	0	0	128,626

CAPITAL PROGRAMME 2024/25 - 2026/27					APPENDIX 6
Programme Description	Capital Budget 23/24	Capital Budget 24/25	Indicative Capital Budget 25/26	Indicative Capital Budget 26/27	Total Indicative Capital Budget 23/24 to 26/27
CCTV Enforcement Cameras	426,946	0	0	0	426,946
Enforcement Database	37,238	100,000	120,000	0	257,238
Net Zero Carbon Study	9,262	0	0	0	9,262
CCTV (S106)	85,135	0	0	0	85,135
Net Sub Total - Community Safety, Enforcement and Business Regulations	789,131	100,000	120,000	0	1,009,131
Area Regeneration					
Afford Workspace Space Studio	0	106,000	0	0	106,000
Hackney Central TC Mang.Proj	0	24,994	0	0	24,994
Trelawney Pocket Park	0	4,039	0	0	4,039
Affordable Workspace Programme	0	399,752	0	0	399,752
Hoxton Public Realm	0	512,222	0	0	512,222
Bohemia Place Public Realm	100,000	319,750	0	0	419,750
Town Hall Square	500,000	4,285,850	0	0	4,785,850
Dalston Public Realm	6,700	421,991	0	0	428,691
Morning Lane	100,000	804,000	0	0	904,000
Hackney Wick Regeneration	155,609	43,797	0	0	199,406
Dalston Public Toilets	0	74,999	0	0	74,999
80-80a Eastwy(GLA)	18,470	0	0	0	18,470
Trowbridge (GLA)	10,000	0	0	0	10,000
Ridley Road Improvements	37,106	0	0	0	37,106
Dalston & Hackney Town Centre	450,973	839,094	0	0	1,290,067
Plough Yard Fit Out	0	29,417	0	0	29,417
Net Subtotal - Area Regeneration	1,378,858	7,865,905	0	0	9,244,763
Total Budget Climate, Homes and Economy (Non-Housing)	30,797,624	45,049,885	30,094,705	7,922,730	113,864,944
Total General Fund Budget	109,552,349	188,248,708	121,383,003	29,356,263	448,540,323
Housing					
Asset Management Plan Capital Schemes HRA					
HiPs North West	3,184,035	10,135,425	19,193,274	22,822,859	55,335,593
HiPs Central	6,225,231	800,000	0	0	7,025,231
HiPs South West	450,000	0	0	0	450,000
Estate Lighting	520,000	600,000	600,000	600,000	2,320,000
Ventilation Systems	150,000	200,000	200,000	200,000	750,000
CCTV upgrade	1,700,000	1,700,000	1,700,000	1,700,000	6,800,000
Street Lighting SLA	450,000	500,000	500,000	500,000	1,950,000
Door Entry Syst (Replacements)	550,000	600,000	600,000	600,000	2,350,000
Drainage	60,000	100,000	100,000	100,000	360,000
Lifts Major Components	300,000	0	0	0	300,000
Dom Boiler Replace/Cen Heating	2,059,170	2,200,000	2,200,000	2,200,000	8,659,170
Replace Play Equipment	290,115	200,000	200,000	200,000	890,115
Road & Footpath Renewals	50,000	100,000	100,000	100,000	350,000
Void Re-Servicing	2,250,000	2,500,000	2,500,000	2,500,000	9,750,000
Water Mains/Boosters	50,000	50,000	50,000	50,000	200,000
Disabled Adaptations	1,700,000	2,000,000	2,000,000	2,000,000	7,700,000
H & S and Major Replacement	50,000	0	0	0	50,000
Community Halls Maj. Reps/DDA	600,000	700,000	700,000	700,000	2,700,000
Lift Renewals	10,000	2,000,000	4,000,000	4,000,000	10,010,000
Intergrated Housing Manag Sys	1,543,240	1,000,000	1,000,000	1,000,000	4,543,240
Boiler Hse Major Works	2,000,005	2,000,000	2,000,000	2,000,000	8,000,005
Fire Risk Works	1,050,000	500,000	500,000	500,000	2,550,000
Planned & Reactive Water Mains	50,000	50,000	50,000	50,000	200,000
High Value Repairs/Imp & Wk	2,900,000	3,000,000	3,000,000	3,000,000	11,900,000
Lightning Conductors	800,000	900,000	1,000,000	1,000,000	3,700,000
Estate Boundary Security Imp	150,000	150,000	150,000	150,000	600,000
Garage Review	112,292	100,000	100,000	100,000	412,292
Capitalised Salaries	4,771,182	5,000,000	5,000,000	5,000,000	19,771,182
Lateral Mains	800,000	1,200,000	1,700,000	1,700,000	5,400,000
Re-wire	120,000	100,000	100,000	100,000	420,000
Green initiatives	388,464	300,000	300,000	300,000	1,288,464
Cycle Facilities	130,162	100,000	100,000	100,000	430,162
Hardware Smoke Alarms	600,000	600,000	600,000	600,000	2,400,000
Commercial Properties	50,000	0	0	0	50,000
Comm Vehicles Building Main	50,000	19,875	19,875	19,875	109,625
Recycling Scheme	508,731	500,000	500,000	500,000	2,008,731
Bridport	7,500,000	0	0	0	7,500,000
HSG Vehicle Fleet Replacement	50,000	2,731,900	0	0	2,781,900
VCS Fire Risk & Rem Wks (HRA)	725,633	1,028,800	893,851	1,236,266	3,884,550
SHDF Wave 2.1 Retrofit Net Fee	500,000	810,000	135,000	0	1,445,000
SHDF Wave 2.1 Retrofit Net Wks	864,732	10,859,500	1,810,000	0	13,534,232

CAPITAL PROGRAMME 2024/25 - 2026/27					APPENDIX 6
Programme Description	Capital Budget 23/24	Capital Budget 24/25	Indicative Capital Budget 25/26	Indicative Capital Budget 26/27	Total Indicative Capital Budget 23/24 to 26/27
Net Sub Total - Asset Management Plan Capital Schemes HRA	46,312,992	55,335,500	53,602,000	55,629,000	210,879,492
Council Capital Schemes					
Temp Accomodation Voids Wks	362,615	1,800,000	1,800,000	1,800,000	5,762,615
Hostels - Major Repairs	285,000	3,031,684	500,000	500,000	4,316,684
Purchase Leasehold Properties (September Bid)	5,238,563	0	0	0	5,238,563
Net Subtotal - Council Capital Schemes	5,886,178	4,831,684	2,300,000	2,300,000	15,317,862
Private Sector Housing Schemes					
Disabled Facilities Grant	1,500,000	1,730,686	1,730,686	1,730,686	6,692,058
General repairs grant (GRG)	100,000	200,000	200,000	0	500,000
Warmth & security grant (WSG)	20,000	100,000	100,000	0	220,000
Net Sub Total - Private Sector Housing Schemes	1,620,000	2,030,686	2,030,686	1,730,686	7,412,058
Estate Regeneration Programme					
Estate Renewal Implementation	10,402,538	4,641,784	5,253,979	3,000,000	23,298,301
Bridge House Phase 2	518	0	0	0	518
ER1 Tower Court	793,353	0	0	0	793,353
Kings Crescent Phase 3+4	1,999,844	7,480,711	13,269,231	48,749,202	71,498,988
ER1 Colville phase 4	0	2,594,358	10,047,872	33,632,267	46,274,497
ER1 Colville phase 5	1,133,776	5,018,513	6,324,247	1,527,954	14,004,490
ER1 Colville phase 6	380,000	958,662	2,264,506	1,785,175	5,388,343
ER1 Colville phase 7	485,000	1,676,385	2,759,041	1,501,753	6,422,179
St Leonard's Court	11,971	0	0	0	11,971
Frampton Park Regeneration	6,722	0	0	0	6,722
Marian Court Phase 3	2,078,941	4,253,660	13,983,248	25,774,974	46,090,823
Colville Phase 2C	2,567,978	23,385,750	27,795,024	4,632,504	58,381,256
Lytelton House	240	0	0	0	240
Nightingale - Block E	827,898	5,161,608	17,676,048	17,676,048	41,341,602
Nightingale	0	482,244	49,428,576	49,428,576	99,339,396
Net Sub Total - Estate Regeneration Programme	20,688,779	55,653,675	148,801,772	187,708,453	412,852,679
Housing Supply Programme					
Housing Supply Programme	2,143,168	0	0	0	2,143,168
Wimbourne Street	9,605,110	9,340,884	0	0	18,945,994
Buckland Street	6,826,940	11,250,337	0	0	18,077,277
Murray Grove	63,641	5,749,842	10,997,244	10,997,244	27,807,971
Downham Road 1	34,356	1,088,340	10,229,369	14,812,384	26,164,449
Downham Road 2	36,758	432,662	5,499,901	8,046,020	14,015,341
Balmes Road	33,432	268,887	3,978,195	5,845,349	10,125,863
Pedro Street	40,599	1,659,514	5,164,880	2,043,013	8,908,006
Mandeville Street	484,341	0	0	0	484,341
Tradescant House	432	0	0	4,120,833	4,121,265
Lincoln Court	680	0	0	0	680
Rose Lipman Project	313,980	906,785	12,493,933	18,350,007	32,064,705
Woolridge Way	107,661	479,024	6,744,024	13,109,024	20,439,733
81 Downham Road	37,682	1,064,609	11,903,051	17,334,772	30,340,114
Hertford Road	31,400	395,364	3,595,448	5,207,991	9,230,203
Net Subtotal - Housing Supply Programme	19,760,180	32,636,248	70,606,045	99,866,637	222,869,110
Woodberry Down Regeneration					
Woodberry Down Cultural Plan	166,628	0	0	0	166,628
Other Heads	1,478,683	1,770,975	1,815,249	1,860,630	6,925,537
Phase 2 & Other Heads	6,498,000	0	0	0	6,498,000
Woodberry Down Phase 2-5	102,088	10,864,488	3,875,346	8,867,590	23,709,512
Woodberry Down Tenancy Agree	235	0	0	0	235
Woodberry Down Regeneration	8,245,633	12,635,463	5,690,595	10,728,221	37,299,912
Orwell & Welshpool	206,402	1,387,711	213,494	18,875,665	20,683,272
Cropley Court	104,952	650,489	100,075	11,204,189	12,059,705
Fellows Court	64,501	433,660	2,591,169	10,097,808	13,187,138
Wayman Court	0	346,928	53,374	5,949,162	6,349,464
Blackwell Close	10,238	289,106	6,244,764	3,100,143	9,644,251
Nye Bevan Estate	4,607	130,098	3,139,098	1,559,542	4,833,345
Morris Blitz	10,750	303,562	1,843,407	7,186,821	9,344,540
Sellman & Wellday	0	346,928	53,374	5,458,336	5,858,638
Parkside Est (Morpeth Grove)	0	260,196	40,030	4,124,092	4,424,318
Blandford Court	0	202,374	31,135	5,058,278	5,291,787
Regents Court	79,551	534,847	82,284	5,875,771	6,572,453
Buckland Court	107,284	664,945	102,299	11,040,382	11,914,910
Weymouth Court	45,150	303,562	1,852,510	7,223,230	9,424,452
Graham Road	0	173,464	26,687	2,814,119	3,014,270
New Home	633,434	6,027,870	16,373,700	99,567,536	122,602,540
Total Budget Housing	103,147,198	169,151,126	299,404,799	457,530,532	1,029,233,655
Total Housing Budget	103,147,198	169,151,126	299,404,799	457,530,532	1,029,233,655

CAPITAL PROGRAMME 2024/25 - 2026/27					APPENDIX 6
Programme Description	Capital Budget 23/24	Capital Budget 24/25	Indicative Capital Budget 25/26	Indicative Capital Budget 26/27	Total Indicative Capital Budget 23/24 to 26/27
Total Non-Housing Budget	109,552,346	188,248,708	121,383,004	29,356,263	448,540,321
Total Housing Budget	103,147,198	169,151,126	299,404,799	457,530,532	1,029,233,655
Total Capital Budget	212,699,544	357,399,834	420,787,803	486,886,795	1,477,773,976

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
AHI	ADULT SOCIAL CARE	ADULT SOCIAL CARE	ADULT SOCIAL CARE				
AHI	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Respite Care, P&V for older persons over 65 (per week)	TBC	127.95		Fee uplifts based on DWP published rates set nationally. Awaiting 24/25 rates to be published
AHI	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Respite Care, P&V for Adults between the ages of 25 and 59 yrs (per week)	TBC	56.55		Fee uplifts based on DWP published rates set nationally. Awaiting 24/25 rates to be published
AHI	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Respite Care, P&V for Adults between the ages of 18 and 24 yrs (per week)	TBC	38.95		Fee uplifts based on DWP published rates set nationally. Awaiting 24/25 rates to be published
AHI	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Meals in house including tea and coffee (per meal)	4.50	4.32	4.2%	Fee increase is based on a subsidised comparison to current ONS CPI data (September).
AHI	ADULT SOCIAL CARE	ADULT SOCIAL CARE	Respite Care, in house for older persons over 65 (per week)	TBC	127.95		Fee uplifts based on DWP published rates set nationally. Awaiting 24/25 rates to be published
C&E	CHILDREN SERVICES	CHILDREN SERVICES	CHILDREN SERVICES				
C&E	CHILDREN SERVICES	Corporate Parenting	Inter Agency Charge per week per carer for temporary/short term foster care (Consortium)	TBC	150.00		Inter Agency Charges in Fostering and Adoption have not yet been announced nationally. Awaiting 24/25 rates to be published
C&E	CHILDREN SERVICES	Corporate Parenting	Inter Agency Charge per week per carer for temporary/short term foster care (Non- Consortium)	TBC	200.00		Inter Agency Charges in Fostering and Adoption have not yet been announced nationally. Awaiting 24/25 rates to be published
C&E	CHILDREN SERVICES	Corporate Parenting	Inter Agency Charges - Charge per family for Adoption per child for Local Authorities outside London	TBC	27,000.00		Inter Agency Charges in Fostering and Adoption have not yet been announced nationally. Awaiting 24/25 rates to be published
C&E	CHILDREN SERVICES	Corporate Parenting	Inter Agency Charges - Charge per family for Adoption per child for Local Authorities within London	TBC	27,900.00		Inter Agency Charges in Fostering and Adoption have not yet been announced nationally. Awaiting 24/25 rates to be published
C&E	Hackney Education	Hackney Education	Hackney Education				
C&E	Hackney Education	Hackney Education	Child Care				
C&E	Hackney Education	Hackney Education	Band 1 - Household income under £34,000 p.a.				
C&E	Hackney Education	Hackney Education	Child Age 0-2				
C&E	Hackney Education	Hackney Education	Full day care per week	213.00	207.00	2.9%	3% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	47.00	45.50	3.3%	3% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	23.00	22.50	2.2%	3% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Child Age 2-3				
C&E	Hackney Education	Hackney Education	Full day care per week	204.00	198.00	3.0%	3% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	44.50	43.00	3.5%	3% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	22.00	21.50	2.3%	3% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Child Age 3-5				
C&E	Hackney Education	Hackney Education	Full day care per week	201.00	195.00	3.1%	3% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	44.00	42.50	3.5%	3% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	21.50	21.00	2.4%	3% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Band 2 - Household income over £34,000 p.a. and £55,000 p.a.				
C&E	Hackney Education	Hackney Education	Child Age 0-2				
C&E	Hackney Education	Hackney Education	Full day care per week	262.50	246.00	6.7%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	58.00	54.50	6.4%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	29.50	27.50	7.3%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Child Age 2-3				
C&E	Hackney Education	Hackney Education	Full day care per week	255.00	239.00	6.7%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	56.50	53.00	6.6%	6.7% Inflationary uplift round to the nearest 50p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
C&E	Hackney Education	Hackney Education	Sessional care per half day	28.00	26.50	5.7%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Child Age 3-5				
C&E	Hackney Education	Hackney Education	Full day care per week	250.50	235.00	6.6%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	55.50	52.00	6.7%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	26.50	25.00	6.0%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Band 3 - Household income over £55,000 p.a. and £70,000 p.a.				
C&E	Hackney Education	Hackney Education	Child Age 0-2				
C&E	Hackney Education	Hackney Education	Full day care per week	296.00	277.50	6.7%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	64.50	60.50	6.6%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	32.50	30.50	6.6%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Child Age 2-3				
C&E	Hackney Education	Hackney Education	Full day care per week	285.50	267.50	6.7%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	62.00	58.00	6.9%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	31.50	29.50	6.8%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Child Age 3-5				
C&E	Hackney Education	Hackney Education	Full day care per week	280.00	262.50	6.7%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	61.00	57.00	7.0%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	31.00	29.00	6.9%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education		Band 4 - Household income over £70,000 p.a. to £100,000 p.a.				
C&E	Hackney Education		Child Age 0-2				
C&E	Hackney Education	Hackney Education	Full day care per week	343.50	322.00	6.7%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	75.50	71.00	6.3%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	38.00	35.50	7.0%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education		Child Age 2-3				
C&E	Hackney Education	Hackney Education	Full day care per week	321.50	301.50	6.6%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	71.00	66.50	6.8%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	35.50	33.50	6.0%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education		Child Age 3-5				
C&E	Hackney Education	Hackney Education	Full day care per week	313.00	293.50	6.6%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	67.50	63.50	6.3%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	34.50	32.50	6.2%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education		Band 5 - Household income over £100,000 p.a.				
C&E	Hackney Education		Child Age 0-2				
C&E	Hackney Education	Hackney Education	Full day care per week	463.50	434.50	6.7%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	102.00	95.50	6.8%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	51.00	48.00	6.3%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education		Child Age 2-3				
C&E	Hackney Education	Hackney Education	Full day care per week	387.00	363.00	6.6%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	85.00	79.50	6.9%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	42.50	40.00	6.3%	6.7% Inflationary uplift round to the nearest 50p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
C&E	Hackney Education		Child Age 3-5				
C&E	Hackney Education	Hackney Education	Full day care per week	344.50	323.00	6.7%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Part time care per day	76.00	71.50	6.3%	6.7% Inflationary uplift round to the nearest 50p
C&E	Hackney Education	Hackney Education	Sessional care per half day	38.00	35.50	7.0%	6.7% Inflationary uplift round to the nearest 50p
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%	Recognising the impact of the cost of living crisis and the severe financial hardship of households experiencing debt we have decided to hold fees at 2023/24 levels
F&R	DEBT COLLECTION	Court costs (Non-payment of Council tax)	Liability order	8.50	8.50	0.0%	Recognising the impact of the cost of living crisis and the severe financial hardship of households experiencing debt we have decided to hold fees at 2023/24 levels
F&R	DEBT COLLECTION	Court costs (Non-payment of Council tax)	Total cost	75.50	75.50	0.0%	Recognising the impact of the cost of living crisis and the severe financial hardship of households experiencing debt we have decided to hold fees at 2023/24 levels
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%	Recognising the impact of the cost of living crisis and the severe financial hardship of households experiencing debt we have decided to hold fees at 2023/24 levels
F&R	DEBT COLLECTION	Court costs (Non-payment of NNDR)	Liability order	8.50	8.50	0.0%	Recognising the impact of the cost of living crisis and the severe financial hardship of households experiencing debt we have decided to hold fees at 2023/24 levels
F&R	DEBT COLLECTION	Court costs (Non-payment of NNDR)	Total cost	100.00	100.00	0.0%	Recognising the impact of the cost of living crisis and the severe financial hardship of households experiencing debt we have decided to hold fees at 2023/24 levels
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%	Linked on the subsidy rate, and not aware of any changes to this for 24/25
F&R	HOUSING DIVISION	Housing Needs	Rent - 2 bedroom (weekly cost)	310.00	310.00	0.0%	Linked on the subsidy rate, and not aware of any changes to this for 24/25
F&R	HOUSING DIVISION	Housing Needs	Rent - 3 bedroom (weekly cost)	355.00	355.00	0.0%	Linked on the subsidy rate, and not aware of any changes to this for 24/25
F&R	HOUSING DIVISION	Housing Needs	Rent - 4 bedroom (weekly cost)	445.00	445.00	0.0%	Linked on the subsidy rate, and not aware of any changes to this for 24/25
F&R	HOUSING DIVISION	Housing Needs	Rent - 5 bedroom (weekly cost)	500.00	500.00	0.0%	Linked on the subsidy rate, and not aware of any changes to this for 24/25
F&R	HOUSING DIVISION	Housing Needs	Service Charge (weekly cost)	12.00	9.00	33.3%	Increase to £12 per week - Year 2 of phasing of increase to service charges to recover costs as agreed by Cabinet in March 2023
F&R	REGISTRARS	REGISTRARS	REGISTRARS				
F&R	REGISTRARS	Marriages / Civil Partnership	Marriages / Civil Partnership				
F&R	REGISTRARS	Marriages / Civil Partnership	Register Office	56.00	56.00	0.0%	Statutory Fee
F&R	REGISTRARS	Marriages / Civil Partnership	Gold Suite (Tues, Wed, Thurs) (Capacity: 50 seated / 70 standing) now Lanchester Suite (Capacity 40 seated)	295.00	280.00	5.4%	Benchmarked and small increase but remains competitive.
F&R	REGISTRARS	Marriages / Civil Partnership	Gold Suite (Fri) (Capacity: 50 seated / 70 standing) now Lanchester Suite (Capacity 40 seated)	295.00	280.00	5.4%	Benchmarked and small increase but remains competitive.
F&R	REGISTRARS	Marriages / Civil Partnership	Gold Suite (Sat) (Capacity: 50 seated / 70 standing) now Lanchester Suite (Capacity 40 seated)	370.00	355.00	4.2%	Benchmarked and small increase but remains competitive.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
F&R	REGISTRARS	Marriages / Civil Partnership	Council Chamber (Capacity: 150)	504.00	504.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the upper end of what other councils charge.
F&R	REGISTRARS	Marriages / Civil Partnership	New HTH Assembly Hall (Weekdays and Saturday)	504.00	504.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the upper end of what other councils charge.
F&R	REGISTRARS	Marriages / Civil Partnership	New HTH Assembly Hall (Sunday and Bank Holidays)	624.00	624.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the upper end of what other councils charge.
F&R	REGISTRARS	Marriages / Civil Partnership	Stoke Newington Town Hall Council Chamber (weekday)	479.00	479.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the upper end of what other councils charge.
F&R	REGISTRARS	Marriages / Civil Partnership	Stoke Newington Town Hall Council Chamber (Saturday morning)	529.00	529.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the upper end of what other councils charge.
F&R	REGISTRARS	Marriages / Civil Partnership	Stoke Newington Town Hall Council Chamber (Sunday)	654.00	654.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the upper end of what other councils charge.
F&R	REGISTRARS	Marriages / Civil Partnership	Approved Venues (As per venue) Weekdays and Saturdays	604.00	604.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the upper end of what other councils charge.
F&R	REGISTRARS	Marriages / Civil Partnership	Approved Venues (As per venue) Sundays and Bank Holidays	704.00	704.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the upper end of what other councils charge.
F&R	REGISTRARS	Marriages / Civil Partnership	Admin Charge to New Venues when they apply for approval	950.00	950.00	0.0%	Reduced ceremonies due to Covid and its impact therefore no change in fee (also want to get more approved venues on board to increase portfolio so price unchanged)
F&R	REGISTRARS	Marriages / Civil Partnership	Admin Charge to Existing Venues when they apply for approval	950.00	950.00	0.0%	Reduced ceremonies due to Covid and its impact therefore no change in fee (also want to get more approved venues on board to increase portfolio and customer offering so price unchanged)
F&R	REGISTRARS	Marriages / Civil Partnership	Evening Ceremony fees (Premium for evening ceremonies - 6 to 8pm)	150.00	150.00	0.0%	Fee remains the same as adequate, charge is from 5pm (and very few requests yearly for this service)
F&R	REGISTRARS	Marriages / Civil Partnership	Nighttime Ceremony fees (Premium for night time ceremonies after 8pm)	375.00	375.00	0.0%	No change - No late ceremony requests received in last 4 years
F&R	REGISTRARS	Marriages / Civil Partnership	Referral fee to Home Office	24.00	24.00	0.0%	Statutory Fee
F&R	REGISTRARS	Marriages / Civil Partnership	Attendance at registered building for marriage or civil partnership	95.00	95.00	0.0%	Statutory Fee
F&R	REGISTRARS	Marriages / Civil Partnership	Civil Partnership conversion fee	45.00	45.00	0.0%	Statutory Fee
F&R	REGISTRARS	Certificates	Certificates				
F&R	REGISTRARS	Certificates	Fast Track (24 hour Service)	35.00	35.00	0.0%	Statutory Fee
F&R	REGISTRARS	Certificates	Postage - International Delivery	10.00	10.00	0.0%	Postage Fee - No change as reflects Royal Mail Pricing
F&R	REGISTRARS	Certificates	Guaranteed Next Day Delivery (Mail costs have increased)	7.00	7.00	0.0%	Postage Fee - No change as reflects Royal Mail Pricing
F&R	REGISTRARS	Certificates	Postage - Standard First Class	1.00	1.00	0.0%	Postage Fee - No change as reflects Royal Mail Pricing
F&R	REGISTRARS	Certificates	Birth, Death, Marriage or Civil Partnership Certificate (current register at point of registration)	11.00	11.00	0.0%	Statutory Fee
F&R	REGISTRARS	Certificates	Birth, Death, Marriage or Civil Partnership Certificate (current register before register completed)	11.00	11.00	0.0%	Statutory Fee
F&R	REGISTRARS	Certificates	Birth, Death, Marriage or Civil Partnership Certificate (when register closed)	11.00	11.00	0.0%	Statutory Fee
F&R	REGISTRARS	Certificates	Search Fee of Indexes	18.00	18.00	0.0%	Statutory Fee
F&R	REGISTRARS	Citizenship	Citizenship				
F&R	REGISTRARS	Citizenship	Individual ceremony in Council Offices				
F&R	REGISTRARS	Citizenship	Mon – Fri	150.00	150.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the average of what other councils charge.

Fees & Charges 2024/25

Appendix 7

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
F&R	REGISTRARS	Citizenship	Sat	175.00	175.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the average of what other councils charge.
F&R	REGISTRARS	Citizenship (virtual)	Mon – Fri	160.00	160.00	0.0%	No change. Benchmarking exercise was carried out and Hackney fees are towards the average of what other councils charge.
F&R	REGISTRARS	Certificates	Certificates				
F&R	REGISTRARS	Certificates	Birth, death and marriage(current register before register completed)	11.00	11.00	0.0%	Statutory Fee
CEx	ADVERTISING	ADVERTISING	ADVERTISING				
CEx	ADVERTISING	ADVERTISING	Leaflet distribution (90,000– 100,000)	£45 per 1,000	£45 per 1,000	0.0%	
CEx	COUNCIL VENUES	COUNCIL VENUES	COUNCIL VENUES (excluding VAT)				
CEx	COUNCIL VENUES	Hackney Town Hall	Hackney Town Hall				
CEx	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour Hackney Town Hall Assembly Hall (Mon - Fri)	376.00	352.00	6.8%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour Hackney Town Hall Assembly Hall (Sat, Sun & BH)	470.00	440.00	6.8%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour Hackney Town Hall Assembly Room (one third of space) (Mon - Fri)	247.00	231.00	6.9%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall Assembly Hall (Mon-Fri)	106.00	99.00	7.1%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall Assembly Hall (Sat, Sun & BH)	141.00	132.00	6.8%	CPI
CEx	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)	106.00	99.00	7.1%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Community & Charity Rate per hour Hackney Town Hall Assembly Hall (Mon - Thu)	229.00	214.50	6.8%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Community & Charity Rate per hour Hackney Town Hall Assembly Hall (one third of space) (Mon - Thu)	153.00	143.00	7.0%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall Assembly Hall (Mon-Thu)	106.00	99.00	7.1%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour Hackney town Hall South Courtyard (Mon-Fri)	317.00	297.00	6.7%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour Hackney town Hall South Courtyard (Sat, Sun & BH)	446.00	418.00	6.7%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall Courtyards (Mon-Fri)	106.00	99.00	7.1%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall Courtyard (Sat, Sun & BH)	141.00	132.00	6.8%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Community & Charity Rate per hour Hackney Town Hall South Courtyard (Mon - Thu 9am-5pm)	194.00	181.50	6.9%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Set-up per hour (Max 3 hours) Commercial Rate Hackney Town Hall South Courtyard (Mon-Thu 9am-5pm)	106.00	99.00	7.1%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour HTH Council Chamber (Mon-Fri)	294.00	275.00	6.9%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour HTH Council Chamber (Sat, Sun & BH)	352.00	330.00	6.7%	CPI
CEx	COUNCIL VENUES	Hackney Town Hall	Ceremony Rate per 50mins in HTH Committee Rooms	411.00	385.00	6.8%	CPI

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CEX	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour HTH Civic Suite / Committee Rooms (Mon-Fri)	153.00	143.00	7.0%	CPI
CEX	COUNCIL VENUES	Hackney Town Hall	Commercial Rate per hour HTH Civic Suite / Committee Rooms (Sat, Sun & BH)	235.00	220.00	6.8%	CPI
CEX	COUNCIL VENUES	Hackney Town Hall	Ceremony Rate per 50mins in HTH Committee Rooms	411.00	385.00	6.8%	CPI
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Stoke Newington Town Hall				
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Commercial Rate per hour Stoke Newington Council Chamber (Mon-Thurs)	117.00	110.00	6.4%	CPI
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Commercial Rate per hour Stoke Newington Council Chamber (Fri-Sun & BH)	235.00	220.00	6.8%	CPI
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Ceremony Rate per 50mins in SNTH Council Chamber	328.00	306.90	6.9%	CPI
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Community & Charity Rate per hour Stoke Newington Council Chamber (Mon-Thurs)	59.00	55.00	7.3%	CPI
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Commercial Rate per hour Stoke Newington Assembly Hall (Mon - Fri)	247.00	231.00	6.9%	CPI
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Commercial Rate per hour Stoke Newington Assembly Hall (Sat, Sun & BH)	329.00	308.00	6.8%	CPI
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Set Up per hour (Max 3 hours) Commercial Rate per hour Stoke Newington Assembly Hall (Mon - Fri)	106.00	99.00	7.1%	CPI
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Set Up per hour (Max 3 hours) Commercial Rate per hour Stoke Newington Assembly Hall (Sat, Sun & BH)	141.00	132.00	6.8%	CPI
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Community & Charity Rate per hour Stoke Newington Assembly Hall (Mon - Thurs)	159.00	148.50	7.1%	CPI
CEX	COUNCIL VENUES	Stoke Newington Town Hall	Set Up per hour (Max 3 hours) Community & Charity Rate per hour Stoke Newington Assembly Hall (Mon - Thu)	106.00	99.00	7.1%	CPI
CEX	COUNCIL VENUES	Clissold House	Clissold House				
CEX	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Drawing Room (Mon - Thur)	153.00	143.00	7.0%	CPI
CEX	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Drawing Room (Fri - Sun)	194.00	181.50	6.9%	CPI
CEX	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Dining Room (Mon - Thur)	153.00	143.00	7.0%	CPI
CEX	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Dining Room (Fri - Sun)	194.00	181.50	6.9%	CPI
CEX	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Church Room (Mon - Fri 9am - 5pm)	70.00	66.00	6.1%	CPI
CEX	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House Church Room (Mon - Fri 5pm - 12am & Sat & Sun 9am - 12am)	94.00	88.00	6.8%	CPI
CEX	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House New River Room (Mon - Fri 9am - 5pm)	70.00	66.00	6.1%	CPI
CEX	COUNCIL VENUES	Clissold House	Commercial Rate per hour Clissold House New River Room (Mon - Fri 5pm - 12am & Sat & Sun 9am - 12am)	94.00	88.00	6.8%	CPI
CEX	COUNCIL VENUES	Clissold House	Charity, Internal & local business Rate per hour Clissold House Drawing Room (Mon - Fri 08.30 - 16.30)	94.00	88.00	6.8%	CPI
CEX	COUNCIL VENUES	Clissold House	Charity, Internal & local business Rate per hour Clissold House Dining Room (Mon - Fri 08.30 - 16.30)	94.00	88.00	6.8%	CPI

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CEX	COUNCIL VENUES	Clissold House	Charity, Internal & local business Rate per hour Clissold House New River Room (Mon - Fri 08.30 - 16.30)	47.00	44.00	6.8%	CPI
CEX	COUNCIL VENUES	Clissold House	Charity, Internal & local business Rate per hour Clissold House Church View Room (Mon - Fri 08.30 - 16.30)	47.00	44.00	6.8%	CPI
CEX	COUNCIL VENUES	Clissold House	Community Groups Rate per hour Clissold House Drawing Room (Mon - Fri 08.30 - 16.30)	47.00	44.00	6.8%	CPI
CEX	COUNCIL VENUES	Clissold House	Community Groups Rate per hour Clissold House Dining Room (Mon - Fri 08.30 - 16.30)	47.00	44.00	6.8%	CPI
CEX	COUNCIL VENUES	Clissold House	Community Groups Rate per hour Clissold House New River & Church View Room (Mon - Fri 08.30 - 16.30)	35.00	33.00	6.1%	CPI
CEX	COUNCIL VENUES	Clissold House	Ceremony Drawing Room (Mon - Sun)	376.00	352.00	6.8%	CPI
CEX	COUNCIL VENUES	Clissold House	Ceremony Dining Room (Mon - Sun)	376.00	352.00	6.8%	CPI
CEX	COUNCIL VENUES	Clissold House	Ceremony New River Room (Mon - Sun)	247.00	231.00	6.9%	CPI
CEX	COUNCIL VENUES	Clissold House	Ceremony Church View Room (Mon - Sun)	247.00	231.00	6.9%	CPI
CEX	COUNCIL VENUES	Extras	Extras				
CEX	COUNCIL VENUES	Extras	Temporary Event Notice Application	94.00	88.00	6.8%	CPI
CEX	COUNCIL VENUES	Extras	Commission on staff and equipment	0.10	10%	0.0%	Not increasing as contracted with businesses at 10%
CEX	COUNCIL VENUES	Extras	Commission for Food and Beverage	0.10	10%	0.0%	Not increasing as contracted with businesses at 10%
CEX	COUNCIL VENUES	Extras	Admin Fee	59.00	55.00	7.3%	CPI
CEX	COUNCIL VENUES	Extras	Damage Deposit Town Halls Assembly Halls	1,000.00	1,000.00	0.0%	No need for increase, refundable deposit
CEX	COUNCIL VENUES	Extras	Damage Deposit Clissold House	500.00	500.00	0.0%	No need for increase, refundable deposit
CEX	COUNCIL VENUES	Extras	Catering List Buy Out	534.00	500.00	6.8%	CPI
CEX	FILM COMMISSIONING	FILM COMMISSIONING	FILM COMMISSIONING				
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Process simple application - per form (1-5 people)	80.00	75.00	6.7%	NEW We used to charge £85+VAT for anything up to 10 cast and crew. Most of those shoots will now be pushed into the new Small band with the absolutely smallest fitting into this new extra small band
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Process simple application - per form (5-15 people)	125.00	100.00	25.0%	Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Process simple application - per form (16-25 people)	200.00	150.00	33.3%	Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Process simple application - per form (26-50 people)	300.00	200.00	50.0%	Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Process simple application - per form (51+ people)	400.00	300.00	33.3%	Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Process simple application - per form (student/charity)	30.00	30.00	0.0%	Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Drone Fee	250.00	175.00	42.9%	NEW To be charged on top of other admin fees where drone permissions are required alongside standard permissions
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Late notice (Per application)	150.00	100.00	50.0%	NEW To be charged when less than 24 hours notice is given for applications
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Location fee (1-5 people) per hour	125.00	100.00	25.0%	New smallest category for location fees to align with new extra small (1-5) admin fee
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Location fee (6-15 people) per hour	150.00	125.00	20.0%	Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Location fee (16-25 people) per hour	250.00	175.00	42.9%	Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Location fee (26-50 people) per hour	350.00	250.00	40.0%	Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Location fee (51+ people) per hour	POA	350		Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Location fee (student/charity)	POA	POA		Students generally charged no location fee, however we keep it POA to cover very large student shoots

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Temporary structure licence (Covers standard equipment on public highways e.g. dolly & track, lights on stands, EZ ups etc.) half day	300.00	250.00	20.0%	Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Temporary structure licence (Covers standard equipment on public highways e.g. dolly & track, lights on stands, EZ ups etc.) full day	600.00	500.00	20.0%	Benchmarked against other London film offices
CEX	FILM COMMISSIONING	FILM COMMISSIONING	Stop / go traffic management (Charged per traffic management plan) full day	600.00	500.00	20.0%	Fees and charges were last reviewed in 2020 and are not increased to support recovery of the industry especially smaller production companies
CEX	LOVE HACKNEY	LOVE HACKNEY	LOVE HACKNEY				
CEX	LOVE HACKNEY	LOVE HACKNEY	1/4 Page advertising space	600.00	600.00	0.0%	No Increase as costs were increased by 10% in 2023/24 and any further increase would not be commercially valuable to sell.
CEX	LOVE HACKNEY	LOVE HACKNEY	1/2 Page advertising space	900.00	900.00	0.0%	No Increase as costs were increased by 10% in 2023/24 and any further increase would not be commercially valuable to sell.
CEX	LOVE HACKNEY	LOVE HACKNEY	Full Page advertising space	1,550.00	1,550.00	0.0%	No Increase as costs were increased by 10% in 2023/24 and any further increase would not be commercially valuable to sell.
CEX	LOVE HACKNEY	LOVE HACKNEY	Back page	1,850.00	1,850.00	0.0%	No Increase as costs were increased by 10% in 2023/24 and any further increase would not be commercially valuable to sell.
CEX	COUNCIL VENUES	The Glass House					
CEX	COUNCIL VENUES	The Glass House	Commercial Rate per hour The Sky Room (Mon - Thur)	147.00	137.50	6.9%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Commercial Rate additional per hour The Sky Room (Sat, Sun & BH)	264.00	247.50	6.7%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Set-up per hour (Max 3 hours) Commercial Rate The Sky Room (Mon-Fri)	106.00	99.00	7.1%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Commercial Rate per hour The Orchard Room (Mon - Thur)	176.00	165.00	6.7%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Commercial Rate additional per hour The Orchard Room (Sat, Sun & BH)	294.00	275.00	6.9%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Set-up per hour (Max 3 hours) Commercial Rate The Orchard Room (Mon-Fri)	141.00	132.00	6.8%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Charity, Internal & local business Rate per hour The Sky room (Mon - Fri)	94.00	88.00	6.8%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Charity, Internal & local business Rate per hour The Orchard room (Mon - Fri)	117.00	110.00	6.4%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Community Groups Rate per hour The Orchard Room (Mon - Fri - 08.00 - 17:00)	59.00	55.00	7.3%	Increasing in line with CPI for September 22
CEX	COUNCIL VENUES	The Glass House	Community Groups Rate per hour The Orchard Room (Mon - Fri - 17:00 - 20:00)	88.00	82.50	6.7%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Community Groups Rate per hour The Sky Room (Mon - Fri - 08.00 - 17:00)	59.00	55.00	7.3%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Community Groups Rate per hour The Sky Room (Mon - Fri - 17:00 - 20:00)	88.00	82.50	6.7%	Increasing in line with CPI for September 23
CEX	COUNCIL VENUES	The Glass House	Ceremony Rate per 50mins in Sky Room (Mon - Sun)	500.00	500.00	0.0%	Not increasing as an area of the business we need to increase to make income targets and price is already at premium for the offer.
CEX	COUNCIL VENUES	Abney Chapel					
CEX	COUNCIL VENUES	Abney Chapel	Commercial Rate per hour The Chapel (Mon - Thur)	107.00	100.00	7.0%	New venue
CEX	COUNCIL VENUES	Abney Chapel	Community & Charity per hour The Chapel (Mon-Thurs) 8am-4pm	69.00	65.00	6.2%	New venue

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CEX	COUNCIL VENUES	Abney Chapel	Community & Charity per hour The Chapel (Mon-Thurs) past 4pm	107.00	100.00	7.0%	New venue
CEX	COUNCIL VENUES	Abney Chapel	Ceremony Rate per 50mins in the chapel (Mon - Sun)	416.00	390.00	6.7%	New venue
CEX	COUNCIL VENUES	Abney Chapel	Commercial Rate per hour The Chapel (Fri - Sun)	267.00	250.00	6.8%	New venue
CEX	COUNCIL VENUES	Abney Chapel	Commercial Rate set up (max 3) per hour The Chapel (Fri - Sun)	141.00	132.00	6.8%	New venue
CEX	COUNCIL VENUES	Tomlinson Centre	Tomlinson Centre				
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Okoruwa Hall (142m) full day - Mon-Fri	1,050.00	933.00	12.5%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Okoruwa Hall (142m) half day - Mon-Fri	650.00	573.00	13.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Okoruwa Hall (142m) Evenings - Mon-Fri	780.00	688.00	13.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Okoruwa Hall (142m) full day Mon - Fri	788.00	700.00	12.6%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Okoruwa Hall (142m) half day - Mon-Fri	488.00	430.00	13.5%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Okoruwa Hall (142m) Evenings - Mon-Fri	586.00	516.00	13.6%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Okoruwa Hall (142m) full day Mon - Fri	585.00	500.00	17.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Okoruwa Hall (142m) half day - Mon-Fri	395.00	350.00	12.9%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Okoruwa Hall (142m) Evenings - Mon-Fri	525.00	420.00	25.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bandura 1 full day - Mon-Fri	429.00	390.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bandura 1 half day - Mon-Fri	292.00	265.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bandura 1 Evenings - Mon-Fri	350.00	318.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bandura 1 full day Mon - Fri	322.00	293.00	9.9%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bandura 1 half day - Mon-Fri	219.00	199.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Bandura 1 Evenings - Mon-Fri	263.00	239.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bandura 1 full day Mon - Fri	285.00	250.00	14.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bandura 1 half day - Mon-Fri	195.00	175.00	11.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bandura 1 Evenings - Mon-Fri	259.00	210.00	23.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bandura 2 full day - Mon-Fri	583.00	530.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bandura 2 half day - Mon-Fri	391.00	355.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bandura 2 Evenings - Mon-Fri	469.00	426.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bandura 2 full day Mon - Fri	437.00	398.00	9.8%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bandura 2 half day - Mon-Fri	293.00	266.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Bandura 2 Evenings - Mon-Fri	352.00	319.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bandura 2 full day Mon - Fri	285.00	250.00	14.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bandura 2 half day - Mon-Fri	195.00	175.00	11.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bandura 2 Evenings - Mon-Fri	259.00	210.00	23.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bandura 1 & 2 full day - Mon-Fri	900.00	820.00	9.8%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bandura 1&2 half day - Mon-Fri	594.00	540.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bandura 1 & 2 Evenings - Mon-Fri	713.00	648.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bandura 1 & 2 full day Mon - Fri	675.00	615.00	9.8%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bandura 1 & 2 half day - Mon-Fri	446.00	405.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Bandura 1 & 2 Evenings - Mon-Fri	535.00	486.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bandura 1 & 2 full day Mon - Fri	505.00	450.00	12.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bandura 1 & 2 half day - Mon-Fri	305.00	270.00	13.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bandura 1 & 2 Evenings - Mon-Fri	406.00	324.00	25.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Maslow 1 full day - Mon-Fri	515.00	460.00	12.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Maslow 1 half day - Mon-Fri	347.00	315.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Maslow 1 Evenings - Mon-Fri	416.00	378.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Maslow 1 full day Mon - Fri	386.00	345.00	11.9%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Maslow 1 half day - Mon-Fri	260.00	236.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Maslow 1 Evenings - Mon-Fri	312.00	283.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Maslow 1 full day Mon - Fri	285.00	250.00	14.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Maslow 1 half day - Mon-Fri	195.00	175.00	11.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Maslow 1 Evenings - Mon-Fri	259.00	210.00	23.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Maslow 2 full day - Mon-Fri	515.00	460.00	12.0%	Increase follows benchmarking exercise to better align to commercial pricing

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Maslow 2 half day - Mon-Fri	347.00	315.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Maslow 2 Evenings - Mon-Fri	416.00	378.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Maslow 2 full day Mon - Fri	386.00	345.00	11.9%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Maslow 2 half day - Mon-Fri	260.00	236.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Maslow 2 Evenings - Mon-Fri	312.00	283.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Maslow 2 full day Mon - Fri	285.00	250.00	14.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Maslow 2 half day - Mon-Fri	195.00	175.00	11.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Maslow 2 Evenings - Mon-Fri	259.00	210.00	23.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Maslow 1 & 2 full day - Mon-Fri	900.00	820.00	9.8%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Maslow 1&2 half day - Mon-Fri	594.00	540.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Maslow 1 & 2 Evenings - Mon-Fri	713.00	648.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Maslow 1 & 2 full day Mon - Fri	675.00	615.00	9.8%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Maslow 1 & 2 half day - Mon-Fri	446.00	405.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Maslow 1 & 2 Evenings - Mon-Fri	535.00	486.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Maslow 1 & 2 full day Mon - Fri	505.00	450.00	12.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Maslow 1 & 2 half day - Mon-Fri	305.00	270.00	13.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Maslow 1 & 2 Evenings - Mon-Fri	406.00	324.00	25.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bloom 1 full day - Mon-Fri	583.00	530.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bloom 1 half day - Mon-Fri	391.00	355.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bloom 1 Evenings - Mon-Fri	469.00	426.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bloom 1 full day Mon - Fri	437.00	398.00	9.8%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bloom 1 half day - Mon-Fri	293.00	266.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bloom 1 Evenings - Mon-Fri	352.00	319.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bloom 1 full day Mon - Fri	285.00	250.00	14.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bloom 1 half day - Mon-Fri	195.00	175.00	11.4%	Increase follows benchmarking exercise to better align to commercial pricing

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bloom 1 Evenings - Mon-Fri	259.00	210.00	23.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bloom 2 full day - Mon-Fri	429.00	390.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bloom 2 half day - Mon-Fri	292.00	265.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bloom 2 Evenings - Mon-Fri	350.00	318.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bloom 2 full day Mon - Fri	322.00	293.00	9.9%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bloom 2 half day - Mon-Fri	219.00	199.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Bloom 2 Evenings - Mon-Fri	263.00	239.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bloom 2 full day Mon - Fri	285.00	250.00	14.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bloom 2 half day - Mon-Fri	195.00	175.00	11.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bloom 2 Evenings - Mon-Fri	259.00	210.00	23.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bloom 1 & 2 full day - Mon-Fri	900.00	820.00	9.8%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bloom 1&2 half day - Mon-Fri	594.00	540.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Bloom 1 & 2 Evenings - Mon-Fri	713.00	648.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bloom 1 & 2 full day Mon - Fri	675.00	615.00	9.8%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Bloom 1 & 2 half day - Mon-Fri	446.00	405.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Bloom 1 & 2 Evenings - Mon-Fri	535.00	486.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bloom 1 & 2 full day Mon - Fri	505.00	450.00	12.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bloom 1 & 2 half day - Mon-Fri	305.00	270.00	13.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bloom 1 & 2 Evenings - Mon-Fri	406.00	324.00	25.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Plaget 1 full day - Mon-Fri	579.00	525.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Plaget 1 half day - Mon-Fri	391.00	355.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Plaget1 Evenings - Mon-Fri	469.00	426.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Plaget 1 full day Mon - Fri	434.00	394.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Plaget1 half day - Mon-Fri	293.00	266.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Plaget 1 Evenings - Mon-Fri	352.00	319.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Plaget 1 full day Mon - Fri	285.00	250.00	14.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Plaget 1 half day - Mon-Fri	195.00	175.00	11.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Bloom Plaget 1 Evenings - Mon-Fri	259.00	210.00	23.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Plaget 2 full day - Mon-Fri	579.00	525.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Plaget 2 half day - Mon-Fri	391.00	355.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Plaget 2 Evenings - Mon-Fri	469.00	426.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Plaget 2 full day Mon - Fri	434.00	394.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Plaget 2 half day - Mon-Fri	293.00	266.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Plaget 2 Evenings - Mon-Fri	352.00	319.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Plaget 2 full day Mon - Fri	285.00	250.00	14.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Plaget 2 half day - Mon-Fri	195.00	175.00	11.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Plaget 2 Evenings - Mon-Fri	259.00	210.00	23.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Plaget Suite full day - Mon-Fri	980.00	890.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Plaget Suite half day - Mon-Fri	622.00	565.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Plaget Suite Evenings - Mon-Fri	746.00	678.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Plaget Suite full day Mon - Fri	735.00	668.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Plaget Suite half day - Mon-Fri	466.00	424.00	9.9%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Plaget Suite Evenings - Mon-Fri	559.00	509.00	9.8%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Plaget Suite full day Mon - Fri	505.00	450.00	12.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Plaget Suite half day - Mon-Fri	305.00	270.00	13.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Plaget Suite Evenings - Mon-Fri	406.00	324.00	25.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Vygotsky 1 (full day - Mon-Fri	579.00	525.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Vygotsky 1 half day - Mon-Fri	391.00	355.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Vygotsky 1 Evenings - Mon-Fri	469.00	426.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Vygotsky 1 full day Mon - Fri	434.00	394.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Vygotsky 1 half day - Mon-Fri	293.00	266.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Vygotsky 1 Evenings - Mon-Fri	352.00	319.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Vygotsky 1 full day Mon - Fri	285.00	250.00	14.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Vygotsky 1 half day - Mon-Fri	195.00	175.00	11.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Vygotsky 1 Evenings - Mon-Fri	259.00	210.00	23.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Vygotsky 2 (IT Suite) (full day - Mon-Fri)	579.00	525.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Vygotsky 2 (IT Suite) half day - Mon-Fri	391.00	355.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Vygotsky 2 (IT Suite) Evenings - Mon-Fri	469.00	426.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Vygotsky 2 (IT Suite) full day Mon - Fri	434.00	394.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Vygotsky 2 (IT Suite) half day - Mon-Fri	293.00	266.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Vygotsky 2 (IT Suite) Evenings - Mon-Fri	352.00	319.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Vygotsky 2 (IT Suite) full day Mon - Fri	285.00	250.00	14.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Vygotsky 2 (IT Suite) half day - Mon-Fri	195.00	175.00	11.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Vygotsky 2 (IT Suite) Evenings - Mon-Fri	259.00	210.00	23.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Vygotsky Suite (full day - Mon-Fri)	980.00	890.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Vygotsky Suite half day - Mon-Fri	622.00	565.00	10.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Vygotsky Suite Evenings - Mon-Fri	746.00	678.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Vygotsky Suite full day Mon - Fri	735.00	668.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Vygotsky Suite half day - Mon-Fri	466.00	424.00	9.9%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Vygotsky Suite Evenings - Mon-Fri	559.00	509.00	9.8%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Vygotsky Suite full day Mon - Fri	505.00	450.00	12.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Vygotsky Suite half day - Mon-Fri	305.00	270.00	13.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Internal Rate Vygotsky Suite Evenings - Mon-Fri	406.00	324.00	25.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Mtg Rm1 & Obs (full day - Mon-Fri)	286.00	260.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEx	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Mtg Rm1 & Obs half day - Mon-Fri	198.00	180.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Mtg Rm1 & Obs Evenings - Mon-Fri	238.00	216.00	10.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Mtg Rm1 & Obsfull day Mon - Fri	215.00	195.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Mtg Rm1 & Obs half day - Mon-Fri	149.00	135.00	10.4%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Mtg Rm1 & Obs Evenings - Mon-Fri	179.00	162.00	10.5%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Mtg Rm1 & Obs full day Mon - Fri	200.00	175.00	14.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Mtg Rm1 & Obs half day - Mon-Fri	140.00	120.00	16.7%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Mtg Rm1 & Obs Evenings - Mon-Fri	186.00	144.00	29.2%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Mtg Rm2 & Rm3 (full day - Mon-Fri	165.00	150.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Mtg Rm1 Rm2 & Rm3 half day - Mon-Fri	110.00	100.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Commercial Rate Mtg Rm2 & Rm3 Evenings - Mon-Fri	132.00	120.00	10.0%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Mtg Rm2 & Rm3 full day Mon - Fri	124.00	113.00	9.7%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% discount Mtg Rm2 & Rm3 half day - Mon-Fri	83.00	75.00	10.7%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Partner & Charity rate @ 25% Mtg Rm2 & Rm3 Evenings - Mon-Fri	100.00	90.00	11.1%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Mtg Rm2 & Rm3 full day Mon - Fri	105.00	90.00	16.7%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Mtg Rm2 & Rm3 half day - Mon-Fri	75.00	68.00	10.3%	Increase follows benchmarking exercise to better align to commercial pricing
CEX	COUNCIL VENUES	Tomlinson Centre	Internal Rate Mtg Rm2 & Rm3 Evenings - Mon-Fri	100.00	82.00	22.0%	Increase follows benchmarking exercise to better align to commercial pricing
CHE	BUILDING CONTROL	BUILDING CONTROL	BUILDING CONTROL				
CHE	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				
CHE	BUILDING CONTROL	Minor Works	Minor Works				
CHE	BUILDING CONTROL	Minor Works	Section 80 - Notification of Demolition of Buildings	345.00	323.18	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Charges for Dangerous Structures Notice	Charges for Dangerous Structures Notice				
CHE	BUILDING CONTROL	Charges for Dangerous Structures Notice	Survey and Report	199.00	186.45	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Charges for Dangerous Structures Notice	Administration Charge	262.00	245.30	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Solicitors Enquiries	Solicitors Enquiries				
CHE	BUILDING CONTROL	Solicitors Enquiries	Solicitors Enquiries (plus 20% VAT - resulting fee £66.00)	73.00	68.37	6.8%	CPI increase to reflect cost increase rounded to nearest £

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	Table A - New Build Dwelling Charges - Building Act 1984 Regulations				
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	1 Dwelling - Full Plan or Building Notice application (plus 20% VAT)	808.00	757.24	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	1 Dwelling - Regularisation application (VAT not applicable)	970.00	908.38	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	2 Dwellings - Full Plan or Building Notice application (plus 20% VAT)	1,077.00	1,008.88	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	2 Dwelling - Regularisation application (VAT not applicable)	1,292.00	1,210.66	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	3 Dwellings - Full Plan or Building Notice application (plus 20% VAT)	1,346.00	1,260.77	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	3 Dwelling - Regularisation application (VAT not applicable)	1,615.00	1,512.94	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	4 Dwellings - Full Plan or Building Notice application (plus 20% VAT)	1,615.00	1,512.66	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	4Dwelling - Regularisation application (VAT not applicable)	1,938.00	1,815.20	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	5 Dwellings - Full Plan or Building Notice application (plus 20% VAT)	1,884.00	1,764.56	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table A - New Build Dwelling Charges - Building Act 1984 Regulations	5 Dwelling - Regularisation application (VAT not applicable)	2,260.00	2,117.48	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	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				
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Full Plan Applications				
CHE	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)	673.00	630.39	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Extensions less than 10m2 - Regularisation application (VAT not applicable)	808.00	756.47	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	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)	706.00	661.71	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Extensions 10m2 to 40m2 - Regularisation application (VAT not applicable)	848.00	794.05	6.8%	CPI increase to reflect cost increase rounded to nearest £

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	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)	773.00	724.36	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Extensions 40m2 to 60m2 - Regularisation application (VAT not applicable)	928.00	869.23	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Loft Conversion to 40m2 - Full Plan or Building Notice application (plus 20% VAT)	606.00	567.74	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Loft Conversion 40m2 - Regularisation application (VAT not applicable)	727.00	681.29	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Loft Conversion 40m2 to 60m2 - Full Plan or Building Notice application (plus 20% VAT)	706.00	661.71	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Loft Conversion 40m2 to 60m2 - Regularisation application (VAT not applicable)	848.00	794.05	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Basements for Habitable Use - less than 60m2 - Full Plan or Building Notice application (plus 20% VAT)	1,077.00	1,008.87	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Basements for Habitable Use - less than 60m2 - Regularisation application (VAT not applicable)	1,292.00	1,210.66	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Erection or Extension of Garage. Full Plan or Building Notice application (plus 20% VAT)	471.00	441.14	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Erection or Extension of Garage.Regularisation application (VAT not applicable)	565.00	529.38	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Electrical Wiring - Full Plan or Building Notice application (plus 20% VAT)	352.00	329.75	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Domestic Electrical Wiring - Regularisation application (VAT not applicable)	418.00	391.55	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Through Lounge - Full Plan or Building Notice application (plus 20% VAT)	269.00	251.89	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Through Lounge - Regularisation application (VAT not applicable)	323.00	302.27	6.9%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	1 Chimney Breast Removal full height of part thereof - Full Plan or Building Notice application (plus 20% VAT)	202.00	189.24	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	1 Chimney Breast Removal full height or part there of - Regularisation application (VAT not applicable)	242.00	227.10	6.6%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	2 Chimney Breast Removal full height of part there of - Full Plan or Building Notice application (plus 20% VAT)	269.00	251.89	6.8%	CPI increase to reflect cost increase rounded to nearest £

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	2 Chimney Breast Removal full height or part there of - Regularisation application (VAT not applicable)	323.00	302.28	6.9%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Underpinning of terrace property up to 60m2 - Full Plan or Building Notice application (plus 20% VAT)	673.00	630.39	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Underpinning of terrace property up to 60m2 - Regularisation application (VAT not applicable)	808.00	756.47	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Underpinning of terrace property per 6m length or part there of - Full Plan or Building Notice application (plus 20% VAT)	169.00	157.92	7.0%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Underpinning of terrace property per 6m length or part there of - Regularisation application (VAT not applicable)	202.00	189.51	6.6%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Window Replacement.Full Plan or Building Notice application (plus 20% VAT)	103.00	96.58	6.6%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Window Replacement.Regularisation application (VAT not applicable)	124.00	115.89	7.0%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Re-Roofing -Terrace or semi detached Property - Full Plan or Building Notice application (plus 20% VAT)	269.00	251.90	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table B - Domestic Alterations and Extensions, including Lofts - Building Act 1984 Regulations	Re-Roofing -Terrace or semi detached Property - Regularisation application (VAT not applicable)	323.00	302.28	6.9%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Small Flat Conversions (Excluding Major structural works, extensions, lofts or new basement fees)	Small Flat Conversions (Excluding Major structural works, extensions,lofts or new basement fees)				
CHE	BUILDING CONTROL	Multiple Table works reduction (wiring fee excluded) = Total of individual fees 0.9	Multiple Table works reduction (wiring fee excluded) = Total of individual fees 0.9				
CHE	BUILDING CONTROL	Multiple Table works reduction (wiring fee excluded) = Total of individual fees 0.9	2 Flats	706.00	661.72	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Multiple Table works reduction (wiring fee excluded) = Total of individual fees 0.9	3 Flats	875.00	819.63	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Multiple Table works reduction (wiring fee excluded) = Total of individual fees 0.9	4 Flats	1,044.00	977.56	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	Table -C- for work not described in Table A or B				
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	<£1k - Full Plan or Building Notice application (plus 20% VAT)	202.00	189.24	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	<£1k - Regularisation application (VAT not applicable)	242.00	227.09	6.6%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£1k to <£5k - Full Plan or Building Notice application (plus 20% VAT)	337.00	315.84	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£1k to <£5k - Regularisation application (VAT not applicable)	405.00	379.00	6.9%	CPI increase to reflect cost increase rounded to nearest £

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£5k to <£10k - Full Plan or Building Notice application (plus 20% VAT)	404.00	378.50	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£5k to <£10k - Regularisation application (VAT not applicable)	485.00	454.20	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£10k to <£15k - Full Plan or Building Notice application (plus 20% VAT)	471.00	441.13	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£10k to <£15k - Regularisation application (VAT not applicable)	565.00	529.38	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£15k to <£20k - Full Plan or Building Notice application (plus 20% VAT)	534.00	499.87	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£15k to <£20k - Regularisation application (VAT not applicable)	640.00	599.84	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£20k to <£25k - Full Plan or Building Notice application (plus 20% VAT)	606.00	567.74	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£20k to <£25k - Regularisation application (VAT not applicable)	727.00	681.28	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£25k to <£30k - Full Plan or Building Notice application (plus 20% VAT)	673.00	630.39	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£25k to <£30k - Regularisation application (VAT not applicable)	808.00	756.48	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£30k to <£35k - Full Plan or Building Notice application (plus 20% VAT)	740.00	693.03	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£30k to <£35k - Regularisation application (VAT not applicable)	888.00	831.64	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£35k to <£40k - Full Plan or Building Notice application (plus 20% VAT)	808.00	756.99	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£35k to <£40k - Regularisation application (VAT not applicable)	970.00	908.38	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£40k to <£45k - Full Plan or Building Notice application (plus 20% VAT)	875.00	819.63	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£40k to <£45k - Regularisation application (VAT not applicable)	1,050.00	983.57	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£45k to <£50k - Full Plan or Building Notice application (plus 20% VAT)	942.00	882.27	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£45k to <£50k - Regularisation application (VAT not applicable)	1,130.00	1,058.74	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£50k to <£55k - Full Plan or Building Notice application (plus 20% VAT)	1,010.00	946.23	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£50k to <£55k - Regularisation application (VAT not applicable)	1,212.00	1,135.48	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£55k to £60k -Full Plan or Building Notice application (plus 20% VAT)	1,077.00	1,008.88	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Table -C- for work not described in Table A or B	£55k to £60k - Regularisation application (VAT not applicable)	1,292.00	1,210.65	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Over £60k - Full Plan or Building Notice application (plus 20% VAT),BN and Reg Apps	Over £60k - Full Plan or Building Notice application (plus 20% VAT),BN and Reg Apps				
CHE	BUILDING CONTROL	Section 30 - (VAT not applicable) - Building Control	Section 30 - (VAT not applicable) - Building Control				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	BUILDING CONTROL	Section 30 - (VAT not applicable) - Building Control	Simple special or temporary structure	135.00	126.50	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	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:				
CHE	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Grandstand	431.00	403.98	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Stage	431.00	403.98	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	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.	£151.00 (+50% for each additional tower of a similar type)	£141.25 (+50% for each additional tower of a similar type)	6.9%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Event gantries	153.00	142.95	7.0%	CPI increase to reflect cost increase rounded to nearest £
CHE	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	153.00	142.95	7.0%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Event fencing	153.00	142.95	7.0%	CPI increase to reflect cost increase rounded to nearest £
CHE	BUILDING CONTROL	Putting up temporary building or structure to be used for a special event as follows:	Other structures of a complex nature	431.00	403.98	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Street Naming and Numbering	Street Naming and Numbering				
CHE	PLANNING	Street Naming and Numbering	Naming new or changing name of existing road	493.00	462.00	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Street Naming and Numbering	Naming new or changing name of existing building	123.00	115.50	6.5%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Street Naming and Numbering	Small Flat Conversions (Excluding Major structural works, extensions,lofts or new basement fees)	62.00	58.30	6.3%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Street Naming and Numbering	Naming building and numbering, up to 20, flats or commercial units that are served by a communal entrance	309.00	289.30	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Street Naming and Numbering	Naming building and numbering, between 21 to 50, flats or commercial units that are served by a communal entrance	493.00	462.00	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Street Naming and Numbering	Naming building and numbering, between 51 and 100, flats or commercial units that are served by a communal entrance	740.00	693.00	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Performance Agreements (PPA)	Planning Performance Agreements (PPA)				
CHE	PLANNING	Planning Performance Agreements (PPA)	Category 1: Complex minor application where PPA is appropriate	6,360.00	5,958.31	6.7%	new type of PPA
CHE	PLANNING	Planning Performance Agreements (PPA)	Category 2: up to 30 residential units and/or up to 5,000 sqm of non-residential floorspace	14,678.00	13,750.00	6.7%	new type of PPA
CHE	PLANNING	Planning Performance Agreements (PPA)	Category 3: up to 150 residential units and/or up to 10,000 sqm of non-residential floorspace	29,356.00	27,500.00	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Performance Agreements (PPA)	Category 4: 150 to 400 Units and/or up to 50,000sqm of non residential floorspace	53,820.00	50,416.65	6.8%	CPI increase to reflect cost increase rounded to nearest £

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	PLANNING	Planning Performance Agreements (PPA)	Category 5: Post Planning PPA – for discharge of conditions, s106/CIL matters, non material and minor material amendments	£833 per specialist condition £416.50 per non-specialist condition £833 per NMA. £TBC bespoke fee for MMA depending on complexity	£750 per specialist condition £375 per non-specialist condition £750 per NMA. £TBC bespoke fee for MMA depending on complexity	11.1%	Increasing costs/ re-evaluation of inputs
CHE	PLANNING	Planning Performance Agreements (PPA)	Category 6: Bespoke PPA – for large scale, complex developments requiring significant resources	On a case by case basis	On a case by case basis		
CHE	PLANNING	Optional Bespoke Services for Planning Performance Agreements	Optional Bespoke Services for Planning Performance Agreements				
CHE	PLANNING	Optional Bespoke Services for Planning Performance Agreements	Major Site Review	Fees included in PPA	normally only offered as part of PPA		
CHE	PLANNING	Optional Bespoke Services for Planning Performance Agreements	Review by Pre-App Sub Committee	Fees included in PPA	normally only offered as part of PPA		
CHE	PLANNING	Optional Bespoke Services for Planning Performance Agreements	Focussed Workshop Meeting	Fees included in PPA	normally only offered as part of PPA		
CHE	PLANNING	Design Officer Services	Design Officer Services				
CHE	PLANNING	Design Officer Services	Design Review Panel	6,050.00	£5500, but normally only offered as part of PPA	10.0%	Increasing costs/ re-evaluation of inputs
CHE	PLANNING	Design Officer Services	Bespoke Design Officer Developer Meeting	Fees included in PPA	normally only offered as part of PPA		
CHE	PLANNING	Policy Document Requests	Policy Document Requests				
CHE	PLANNING	Policy Document Requests	Supplementary Planning Documents and Area Action Plans	29.00	27.50	5.5%	Increasing costs/ re-evaluation of inputs
CHE	PLANNING	Policy Document Requests	Development Plan Documents	47.00	44.00	6.8%	Increasing costs/ re-evaluation of inputs
CHE	PLANNING	Land Charges	Land Charges				
CHE	PLANNING	Land Charges	Local Land Charges Register (LLC1)	50.00	47.30	5.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Land Charges	Additional search on Extra Parcel (LLC1)	7.00	6.60	6.1%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	PLANNING	PLANNING				
CHE	PLANNING	Planning Applications	Planning Applications				
CHE	PLANNING	Planning Applications	Request for compliance check for planning conditions (only): Household Consents: £25 per condition or set of conditions requested for one site	35.00	33.00	6.1%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Applications	Other consents: £85 per condition or set of conditions requested for one site.	120.00	112.20	7.0%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	Planning Pre-applications				
CHE	PLANNING	Planning Pre-applications	Householders Written Request	147.00	137.50	6.9%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	Householders Written Request (listed building)	222.00	208.34	6.6%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	Telecommunications (single mast and associated equipment - over this ad hoc)	489.00	458.34	6.7%	CPI increase to reflect cost increase rounded to nearest £

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	PLANNING	Planning Pre-applications	Smallscale commercial development (up to 100sqm incl.change of use, shopfronts, plant/machinery, adverts) - written advice within 15 working days (30 days if relating to a listed building)	294.00	275.00	6.9%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	1 new residential unit written advice within 15 working days (30 days if relating to a listed building)	534.00	500.00	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	2-4 residential units and/or 100-499 sqm non-residential floor space	890.00	833.34	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	5-9 new residential units and/or 500 - 999 sqm non-residential floorspace written advice within 30 working days	1,957.00	1,833.33	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	Early stage discussion and written response within 30 days on key planning issues based on preliminary planning brief	2,936.00	2,750.00	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	10-24 residential units and /or 1000-1999sqm non-residential floor space	4,003.00	3,750.00	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	25-49 residential units and/or 2000-4999 sqm non-residential floor space	6,850.00	6,416.66	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	50-149 residential units and/or 5000 - 14999 sqm non-residential floor space	8,896.00	8,333.33	6.8%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Pre-applications	150 + residential units, and/or over 15000 sqm non-residential floor space, and/or buildings 30m or taller	14,678.00	13,750.00	6.7%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Research provision of information	Planning Research provision of information				
CHE	PLANNING	Planning Research provision of information	Planning history database search £20 per site (includes description of works and decision outcome only)	23.00	22.00	4.5%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Research provision of information	General planning research/ enquiries (including enquiries relating to planning enforcement notices) £50 per hour.	59.00	55.00	7.3%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Research provision of information	Request for compliance check for planning conditions one or more (only):	112.00	104.50	7.2%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Planning Research provision of information	Other consents: £85 per condition or set of conditions requested for one site.	100.00	93.50	7.0%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Validation Checking Services	Validation Checking Services				
CHE	PLANNING	Validation Checking Services	Householder Applications				
CHE	PLANNING	Validation Checking Services	Alterations/extensions to a single dwelling,including work within boundary	258.00	226.60	13.9%	CPI increase to reflect cost increase rounded to nearest £
CHE	PLANNING	Full Applications	Full Applications				Regulations were introduced to permit local authorities to increase planning applications fees for the first time in a decade. The charges below reflect statutory increase . The instrument also adds an annual inflation indexation of fees from 1 April 2025.
CHE	PLANNING	Full Applications	Alterations/extensions to two or more dwellings including works within boundaries	509.00	407.00	25.1%	Statutory Increase

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	PLANNING	Full Applications	New dwellings up to and including 50 per dwelling	£578 for each dwelling house (up to 10 dwelling houses); £624 for each dwelling house (between 10 and 50 dwellinghouses)	462.00	25.1%	Statutory Increase
CHE	PLANNING	Full Applications	New dwellings for more than 50	£30,860 + £186 for each additional dwelling house in excess of 50 Maximum fee of £405,000	£22859 + £138 per dwelling	35.0%	Statutory Increase
CHE	PLANNING	Full Applications	Alterations of buildings - not dwellings	293.00	234.00	25.2%	Statutory Increase
CHE	PLANNING	Full Applications	Erection of building - not dwellings, agricultural, glasshouses, plant or machinery - no increase of floor space of no more than 40m2	293.00	234.00	25.2%	Statutory Increase
CHE	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 1000m2	£578 for each 75 square metres (or part thereof).	462.00	25.1%	Statutory Increase
CHE	PLANNING	Full Applications	Erection of building - not dwellings, agricultural, glasshouses, plant or machinery - increase of floor space of more than 1,000m2 but no more than 3,750 m2	£624 for each 75m2 or part thereof	£462 for each 75m2 or part thereof	35%	Statutory Increase
CHE	PLANNING	Full Applications	Erection of building - not dwellings, agricultural, glasshouses, plant or machinery - increase of floor space of more than 3,750m2	£30,680 + £186 for each 75 square metres (or part thereof) subject to a maximum in total of £405,000	£22,859 + £138 for each additional 75m2 in excess of 3750m2 to a maximum of £300,000	35.0%	Statutory Increase
CHE	PLANNING	Full Applications	The erection of building on land used for agriculture for agricultural purposes - not more than 465m2	120.00	96.00	25.0%	Statutory Increase
CHE	PLANNING	Full Applications	The erection of building on land used for agriculture for agricultural purposes - more than 465m2 but not more than 4,215m2	578.00	£462 for first 540m2 and £462 for 75m2 (or part thereof) in excess of 540m2	25.1%	Statutory Increase
CHE	PLANNING	Full Applications	The erection of building on land used for agriculture for agricultural purposes - more than 4,215m2	£30,860 + £186 for each additional square metres (or part thereof) in excess of 4,215 square metres Maximum fee of £405,000	£462 for first 540m2 and £462 for 75m2 (or part thereof) in excess of 540m2		Statutory Increase
CHE	PLANNING	Full Applications	Erection of greenhouse - on land for purpose of agriculture - not more than 465m2	120.00	96.00	25.0%	Statutory Increase
CHE	PLANNING	Full Applications	Erection of greenhouse - on land for purpose of agriculture - more than 465m2	3,225.00	2,580.00	25.0%	Statutory Increase

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	PLANNING	Full Applications	Applications other than Building Works				Regulations were introduced to permit local authorities to increase planning applications fees for the first time in a decade. The charges below reflect statutory increase. The instrument also adds an annual inflation indexation of fees from 1 April 2025.
CHE	PLANNING	Full Applications	Application car park, service roads or other access - for existing use	293.00	234.00	25.2%	Statutory Increase
CHE	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	£316 for each 0.1 hectare (or part thereof)	£234 for each 0.1 hectare (or part thereof)	35.0%	Statutory Increase
CHE	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	£47,161 + £186 for each additional 0.1 hectare (or part thereof) in excess of 15 hectares Maximum fee of £105,300	£34,934 + £138 for each 0.1 hectare (or part thereof) in excess of 15 hectares to a maximum of £78,000	35.0%	Statutory Increase
CHE	PLANNING	Full Applications	Operations connected with exploratory drilling for oil or natural gas - not more than 7.5 hectares	£686 for each 0.1 hectare (or part thereof)	£462 for each 0.1 hectare (or part thereof)	48.5%	Statutory Increase
CHE	PLANNING	Full Applications	Operations connected with exploratory drilling for oil or natural gas - more than 7.5 hectares	£51,395 + £204 for each additional 0.1 hectare (or part thereof) in excess of 7.5 hectares. Maximum fee of £405,000	£38,070 + £151 for each 0.1 hectare (or part thereof) in excess of 7.5 hectares to a maximum of £300,000	35.0%	Statutory Increase
CHE	PLANNING	Full Applications	Other operations - winning and working of minerals not more than 15 hectares	£316 for each 0.1 hectare (or part thereof)	£234 for each 0.1 hectare	35.0%	Statutory Increase
CHE	PLANNING	Full Applications	Other operations - winning and working of minerals more than 15 hectares	£47,161 + additional £186 for each 0.1 hectare in excess of 15 hectares Maximum fee of £105,300	£34,934 + £138 for each 0.1 hectare in excess of 15 hectares to a maximum of £78,000	35.0%	Statutory Increase
CHE	PLANNING	Full Applications	Other operations - not coming within any of the above categories	£293 for each 0.1 hectare (or part thereof) Maximum fee of £2,535	£234 for each 0.1 hectare (or part thereof) up to a maximum of £300,000	25.2%	Statutory Increase
CHE	PLANNING	Community Infrastructure 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 Infrastructure Levy (CIL) is raised on developers to fund capital infrastructure projects in the Borough. Up to 5% may be utilised to fund management costs.				
CHE	PLANNING	CILfor Residential Development	CILfor Residential Development				
CHE	PLANNING	CILfor Residential Development	Zone A	190.00	190.00	0.0%	Statutory Fee
CHE	PLANNING	CILfor Residential Development	Zone B	25.00	25.00	0.0%	Statutory Fee
CHE	PLANNING	CILfor Residential Development	Zone C	55.00	55.00	0.0%	Statutory Fee
CHE	PLANNING	CILfor Residential Development	Zone D	0.00	0.00		

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PLANNING	CIL Commercial and Other Developments	CIL Commercial and Other Developments				
CHE	PLANNING	CIL Commercial and Other Developments	Offices - City Fringe	50.00	50.00	0.0%	Statutory Fee
CHE	PLANNING	CIL Commercial and Other Developments	Offices - Rest of the Borough	0.00	0.00		
CHE	PLANNING	CIL Commercial and Other Developments	Retail - City Fringe	65.00	65.00	0.0%	Statutory Fee
CHE	PLANNING	CIL Commercial and Other Developments	Retail - Rest of the Borough	0.00	0.00		Statutory Fee
CHE	PLANNING	CIL Commercial and Other Developments	Hotel - City Fringe	80.00	80.00	0.0%	Statutory Fee
CHE	PLANNING	CIL Commercial and Other Developments	Hotel - Rest of the Borough	55.00	55.00	0.0%	Statutory Fee
CHE	PLANNING	CIL Commercial and Other Developments	Large Format Retail	150.00	150.00	0.0%	Statutory Fee
CHE	PLANNING	CIL Commercial and Other Developments	Student Housing	373.00	373.00	0.0%	Statutory Fee
CHE	PLANNING	CIL Commercial and Other Developments	All Other Uses	0.00	0.00	0.0%	
CHE	PLANNING	Planning	General Enquiries				
CHE	PLANNING	Duty Planner	Detailed general enquiries - (Per response)	53.00	50.00	6.0%	CPI increase
CHE	PLANNING	Enforcement	Express Compliance Check				
CHE	PLANNING	Enforcement	Express Compliance Check	757.00	709.50	6.7%	CPI increase
CHE	PLANNING	Planning Registration					
CHE	PLANNING	planning application withdrawal administration fee	planning applications that are withdrawn prior to validation	53.00	50.00	6.0%	CPI increase
CHE	ENFORCEMENT	Litter and Waste	Litter and Waste				
CHE	ENFORCEMENT	Litter and Waste	Litter (depositing)	300.00	150.00	100.0%	Increase within statutory guidelines to drive behavioural change and deliver saving proposal approved at January Cabinet
CHE	ENFORCEMENT	Litter and Waste	Litter (depositing) FPN early payment	200.00	95.00	110.5%	Increase within statutory guidelines to drive behavioural change and deliver saving proposal approved at January Cabinet
CHE	ENFORCEMENT	Litter and Waste	Litter (max penalty in court)	2,500.00	2,500.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Breach of a Street Litter Control Notice or a Litter Cleaning Notice	110.00	110.00	0.0%	Statutory
CHE	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%	Statutory
CHE	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%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Household Waste duty of care	400.00	400.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Household Waste duty of care (FPN early payment)	250.00	250.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Commercial dumping of waste	300.00	300.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Commercial dumping of waste (FPN Early Payment)	180.00	180.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Commercial dumping of waste (Max. Penalty in court)	unlimited	unlimited		Statutory
CHE	ENFORCEMENT	Litter and Waste	Residential dumping of waste	100.00	100.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Residential dumping of waste (FPN early payment)	60.00	60.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Residential dumping of waste (max.Penalty in court)	1,000.00	1,000.00	0.0%	Statutory

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	ENFORCEMENT	Litter and Waste	Failure to produce waste Transfer Notes	300.00	300.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Failure to produce waste Transfer Notes (FPN early payment)	180.00	180.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Failure to produce waste Transfer Notes (max.Penalty in court)	5000 - unlimited	5000 - unlimited		Statutory
CHE	ENFORCEMENT	Litter and Waste	Failure to provide Waste Transfer Notes	300.00	300.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Failure to provide Waste Transfer Notes (FPN early payment)	180.00	180.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Failure to provide Waste Transfer Notes (max.Penalty on court)	5,000.00	5,000.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Breach of a waste receptacle notice	110.00	110.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Breach of a waste receptacle notice(FPN early rEPA Environmental Protection yment)	60.00	60.00	0.0%	Statutory
CHE	ENFORCEMENT	Litter and Waste	Breach of a waste receptacle notice(max.penalty in court)	1,000.00	1,000.00	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Graffiti, Fly tipping, dog control				
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Graffiti	250.00	80.00	212.5%	Increase within statutory guidelines to drive behavioural change and deliver saving proposal approved at January Cabinet
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Graffiti (FPN early repayment)	150.00	50.00	200.0%	Increase within statutory guidelines to drive behavioural change and deliver saving proposal approved at January Cabinet
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Graffiti (max.penalty in court)	2,500.00	2,500.00	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Fly posting	250.00	50.00	400.0%	Increase within statutory guidelines to drive behavioural change and deliver saving proposal approved at January Cabinet
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Fly posting (FPN early payment)	150.00	50.00	200.0%	Increase within statutory guidelines to drive behavioural change and deliver saving proposal approved at January Cabinet
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Fly posting (max.penalty in court)	2,500.00	2,500.00	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Unauthorised distribution of literature on designated land	50.00	50.00	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Unauthorised distribution of literature on designated land (FPN early payment)	50.00	50.00	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Unauthorised distribution of literature on designated land(Max.penalty in court)	50.00	50.00	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Breach of dog control conditions	50.00	50.00	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Breach of dog control conditions(FPN early payment)	50.00	50.00	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Breach of dog control conditions(max.penalty in court)	1,000.00	1,000.00	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Failure to remove dog fouling(max.penalty in court)	1,000.00	1,000.00	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Environmental Enforcement Officer Case Time Costs (per Hour)	65.00	65.00	0.0%	Statutory
CHE	ENFORCEMENT	Highways and street trading	Highways and street trading				
CHE	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%	Statutory
CHE	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%	Statutory
CHE	ENFORCEMENT	Highways and street trading	unlicensed street trading	150.00	150.00	0.0%	Statutory
CHE	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Anti-Social Behaviour Crime and Disorder Act 2014				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Community Protection Notice FPN	100.00	100.00	0.0%	Statute
CHE	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Community Protection Notice FPN (early Payment minimum)	50.00	50.00	0.0%	Statute
CHE	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%	Statute
CHE	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Community Protection Notice FPN (max.penalty in court for businesses)	Unlimited	Unlimited		
CHE	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Public Space Protection Order	100.00	100.00	0.0%	Statute
CHE	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Public Space Protection Order (early FPN Payment minimum)	50.00	50.00	0.0%	Statute
CHE	ENFORCEMENT	Anti-Social Behaviour Crime and Disorder Act 2014	Public Space Protection Order (max.penalty in court)	1,000.00	1,000.00	0.0%	Statute
CHE	ENFORCEMENT	Environmental Protection Act 1990 section 33 - Environmental	Environmental Protection Act 1990 section 33 - Environmental				
CHE	ENFORCEMENT	Environmental Protection Act 1990 section 33 - Environmental	Fly Tipping FPN	600.00	400.00	50.0%	Increase within statutory guidelines to drive behavioural change and deliver saving proposal approved at January Cabinet
CHE	ENFORCEMENT	Environmental Protection Act 1990 section 33 - Environmental	Fly Tipping FPN (Discounted FPN if paid within 10 days)	400.00	250.00	60.0%	Increase within statutory guidelines to drive behavioural change and deliver saving proposal approved at January Cabinet
CHE	ENFORCEMENT	Environmental Protection Act 1990 section 33 - Environmental	Maximum Fine	£50,000 or unlimited fine and/or imprisonment	£50,000 or unlimited fine and/or imprisonment	0.0%	Statutory
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Graffiti, Fly tipping, dog control				
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Failure to remove dog fouling	80.00	80.00	0.0%	Statute
CHE	ENFORCEMENT	Graffiti, Fly tipping, dog control	Failure to remove dog fouling (PCN Early Payment)	50.00	50.00	0.0%	Statute
CHE	ENFORCEMENT	FOOD HYGIENE	FOOD HYGIENE				
CHE	ENFORCEMENT	BEREAVEMENT - FUNERAL COSTS	BEREAVEMENT - FUNERAL COSTS				
CHE	ENFORCEMENT	BEREAVEMENT - FUNERAL COSTS	Complex cases including referral to Treasury Solicitor	634.90	595.00	6.7%	Discretionary - set by Service to recover costs
CHE	ENFORCEMENT	BEREAVEMENT - FUNERAL COSTS	Non complex cases	253.95	238.00	6.7%	Discretionary - set by Service to recover costs
CHE	ENFORCEMENT	BEREAVEMENT - FUNERAL COSTS	Searches for Homerton Hospital	253.95	238.00	6.7%	Discretionary - set by Service to recover costs
CHE	ENFORCEMENT	BEREAVEMENT - FUNERAL COSTS	Property Protection Care Act 2014 (hourly rate)	55.50	52.00	6.7%	Discretionary - set by Service to recover costs
CHE	CIVIL PROTECTION	Closed Circuit Television (CCTV)	Closed Circuit Television (CCTV)				
CHE	CIVIL PROTECTION	Public Space Surveillance	CCTV - Review of evidence	35.20	33.00	6.7%	This has been reviewed and is in line with the cost to the service.
CHE	CIVIL PROTECTION	Public Space Surveillance	CCTV - Production of evidence	135.00	126.50	6.7%	This has been reviewed and is in line with the cost to the service.
CHE	ENVIRONMENTAL SERVICES	Pollution	Environmental Services - Pollution				
CHE	ENVIRONMENTAL SERVICES	Pollution	Application fee for a permit for an installation: Part B activity or solvent emission activity				
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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)				
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permits 1 and 2 - Low Risk	1,650.00	1,650.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permits 3 to 7 (inclusive) - Low Risk	985.00	985.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permit 8 and over - Low Risk	498.00	498.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Low Risk				
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Medium Risk				
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	High Risk				
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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)				
CHE	ENVIRONMENTAL SERVICES	Pollution	(a) Low risk activity	104.00	104.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	(b) Medium risk activity	156.00	156.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	(c) High risk activity	207.00	207.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	New operator at low risk reduced fee activity	78.00	78.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Mobile Plant: subsistence charge in respect of each permit	626.00	626.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permits 1 and 2 - Low Risk	626.00	626.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permits 3 to 7 (inclusive) - Low Risk	385.00	385.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permit 8 and over - Low Risk	198.00	198.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permits 1 and 2 - Medium Risk	1,034.00	1,034.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permits 3 to 7 (inclusive) - Medium Risk	617.00	617.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permit 8 and over - Medium Risk	314.00	314.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permits 1 and 2 - High Risk	1,551.00	1,551.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permits 3 to 7 (inclusive) - High Risk	924.00	924.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Permit 8 and over - High Risk	473.00	473.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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.				
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Environmental Permitting Regulations Transfer				
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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)				
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Environmental Permitting Regulations Substantial change under regulation 20				
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	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, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Pollution	Reduced fee activities	102.00	102.00	0.0%	Fees and Charges set by DEFRA, 2024/25 not released yet. Not been increased for previous 5 years.
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Animal Warden Service				
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Return fee for dogs	70.40	66.00	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	boarding fee per night (stray dogs)	29.30	27.50	6.6%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Boarding fee per night (all other dogs)	42.70	40.00	6.8%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Out of hours stray dogs collection fee (untagged/un micro chipped)	133.90	125.48	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Out of hours stray dogs collection fee (tagged/micro chipped)	133.90	125.48	6.7%	Inflationary increase to reflect increased operational costs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Pet Shops Annual Fee	269.50	252.56	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Additional fees per category	37.90	35.55	6.6%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Additional fee for Dangerous Wild Animal	196.20	183.89	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Single Dog day rate	17.60	16.50	6.6%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Single Dog overnight rate (24 Hrs)	23.50	22.00	6.8%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	2 Dogs from the same household sharing Day Rate	29.35	27.50	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	2 Dogs from the same household sharing Over night Rate	41.10	38.50	6.8%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Insect Control (Prices exclude VAT)				
CHE	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Cockroaches	130.50	122.3	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Pharaoh's Ants	130.50	122.30	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Bedbugs	145.05	135.93	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Fleas	145.05	135.93	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Wasps	79.80	74.78	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Insect Control (Prices exclude VAT)	Other Insects	145.05	135.93	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Rodent Control (prices exclude VAT)	Mice	145.05	135.93	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Rodent Control (prices exclude VAT)	Rats (domestic -owner occupiers only)	145.05	135.93	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Rodent Control (prices exclude VAT)	Rats (commercial)	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Block Treatment -per dwelling (prices exclude VAT)				
CHE	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Cockroaches	102.05	95.63	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Pharaoh's Ants	102.05	95.63	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Cockroaches & ants	204.10	191.27	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Mice	95.70	89.66	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Survey	19.15	17.93	6.8%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Block Treatment -per dwelling (prices exclude VAT)	Rats on Estates (per treatment)	145.05	135.93	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Clinical Waste (prices exclude VAT)	Clinical Waste (prices exclude VAT)				
CHE	ENVIRONMENTAL SERVICES	Clinical Waste (prices exclude VAT)	Clinical Waste per bag	11.35	10.62	6.9%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Clinical Waste (prices exclude VAT)	Household Clinical Waste over 3,000 bags/boxes, (including hospitals,special schools, hospices)	4.85	4.55	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Clinical Waste (prices exclude VAT)	Household Clinical Waste under 3,000 bags/boxes, (including hospitals,special schools, hospices)	7.20	6.77	6.4%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Treating Pests on Commercial (including commercial landlords, food Premises etc)	Treating Pests on Commercial (including commercial landlords, food Premises etc)				
CHE	ENVIRONMENTAL SERVICES	Treating Pests on Commercial (including commercial landlords, food Premises etc)	Rodent control (rats and mice)	By Quotation	By Quotation		

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	ENVIRONMENTAL SERVICES	Treating Pests on Commercial (including commercial landlords, food Premises etc)	Additional Treatment of infested Rooms	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Treating Pests on Commercial (including commercial landlords, food Premises etc)	Insects (pharaohs ants, wasps, cockroaches and other insects)	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Treating Pests on Commercial (including commercial landlords, food Premises etc)	Commercial Properties (Pests)	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Treating Pests on Commercial (including commercial landlords, food Premises etc)	Housing Associations (pests)	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Treating Pests on Commercial (including commercial landlords, food Premises etc)	Pigeon proofing	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Pigeon Control (in both occupied and empty premises)	Pigeon Control (in both occupied and empty premises)				
CHE	ENVIRONMENTAL SERVICES	Pigeon Control (in both occupied and empty premises)	Category A - Remove Pigeon & Net	395.40	370.58	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Pigeon Control (in both occupied and empty premises)	Category B - remove pigeon fouling from room	153.05	143.45	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Pigeon Control (in both occupied and empty premises)	Category C- remove pigeon fouling from balcony	153.05	143.45	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Pigeon Control (in both occupied and empty premises)	Category D - Remove Pigeon & Install Spike	395.40	370.58	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	PEST CONTROL	Treating Occupied Premises for infestation (Prices exclude VAT)				
CHE	ENVIRONMENTAL SERVICES	Treating Occupied Premises for infestation (Prices exclude VAT)	Category A - treat for infestation	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Treating Occupied Premises for infestation (Prices exclude VAT)	Category B - treat premises + rubbish removal	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Treating Occupied Premises for infestation (Prices exclude VAT)	Category C - clinical + Hazardous waste removal	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Treating Void Premises for infestation (Prices exclude VAT)	Treating Void Premises for infestation (Prices exclude VAT)				
CHE	ENVIRONMENTAL SERVICES	Treating Void Premises for infestation (Prices exclude VAT)	Category A - treat for infestation	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Treating Void Premises for infestation (Prices exclude VAT)	Category B - treat premises + rubbish removal	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	Treating Void Premises for infestation (Prices exclude VAT)	Category C - clinical + Hazardous waste removal	By Quotation	By Quotation		
CHE	ENVIRONMENTAL SERVICES	PEST CONTROL	Environmental - Hygiene Services				
CHE	ENVIRONMENTAL SERVICES	Environmental - Hygiene Services	Cancellation fee private within 24 hours of the appointment or cancelled when the Pest Control Officer attends the address.	25.50	23.91	6.7%	Inflationary increase to reflect increased operational costs
CHE	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.	25.50	23.91	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Environmental - Hygiene Services	Survey and advice charge for pest control at a private property.	38.30	35.86	6.8%	Inflationary increase to reflect increased operational costs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	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.	25.50	23.91	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Environmental - Hygiene Services	Private or commercial pest control treatments may require a deposit when booking with the council Support Admin Team.	25.50	23.91	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Housing Services SLA (Dogs)	Housing Services SLA (Dogs)				
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Collection per dog	76.55	71.73	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Kennelling per each 24 hours (per dog)	31.90	29.89	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Vaccination	31.90	29.89	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	re-homing	70.15	65.75	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Neutering	By quotation	By quotation		
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Any medical/ vets bills	By quotation	By quotation		
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Put to sleep (all services)	By quotation	By quotation		
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service	Squirrels	145.05	135.93	6.7%	Inflationary increase to reflect increased operational costs
CHE	ENVIRONMENTAL SERVICES	Pollution	Environmental Permitting Regulations Substantial change under regulation 20				
CHE	ENVIRONMENTAL SERVICES	Pollution	Risk Assessment (for Each Assessment)	500.00	700.00	-28.6%	Statutory Fee - Risk Assessments are only required periodically but are now due.
CHE	ENVIRONMENTAL SERVICES	Pollution	Sampling of Private Water Supply (each visit)	100.00	100.00	0.0%	Statutory Fee - Sampling is only required periodically but is now due. Requirement will depend on whether any supplies identified in the borough.
CHE	ENVIRONMENTAL SERVICES	Pollution	Investigation of Private Water Supply (each investigation)	100.00	100.00	0.0%	Statutory Fee - Chargeable only if an investigation is required.
CHE	ENVIRONMENTAL SERVICES	Pollution	Granting of an authorisation (each authorisation)	100.00	100.00	0.0%	Statutory Fee - Chargeable only if an authorisation needs to be issued.
CHE	ENVIRONMENTAL SERVICES	Pollution	Analysis of each sample from a water supply taken under Regulation 10 or 11	25.00	25.00	0.0%	Statutory Fee - Sampling is only required periodically but is now due. Requirement will depend on whether any supplies identified in the borough.
CHE	ENVIRONMENTAL SERVICES	Pollution	Analysis of each sample for a parameter under Group A	100.00	110.00	-9.1%	Statutory Fee - Sampling is only required periodically but is now due. Requirement will depend on whether any supplies identified in the borough.
CHE	ENVIRONMENTAL SERVICES	Pollution	Analysis of each sample for a parameter under Group B	500.00	600.00	-16.7%	Statutory Fee - Sampling is only required periodically but is now due. Requirement will depend on whether any supplies identified in the borough.
CHE	LAND CHARGES	Land Charges Other (Con 29)	Land Charges Other (Con 29)				
CHE	LAND CHARGES	Land Charges Other (Con 29)	CON29R	143.00	124.30	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	LAND CHARGES	Land Charges Other (Con 29)	Other charges				cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	LAND CHARGES	Land Charges Other (Con 29)	CON29O	13.16	11.44	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	LAND CHARGES	Land Charges Other (Con 29)	CON29O Q.22	24.67	21.45	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	LAND CHARGES	Land Charges Other (Con 29)	Duplicate of search result	16.45	14.30	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	LAND CHARGES	Land Charges Other (Con 29)	CON 29	57.56	50.05	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	LAND CHARGES	Land Charges Other (Con 29)	CON29R	11.01	9.57	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LAND CHARGES	Land Charges Other (Con 29)	CON29R extra parcels	3.85	3.35	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	LAND CHARGES	Land Charges Other (Con 29)	CON29O	13.16	11.44	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	LAND CHARGES	Land Charges Other (Con 29)	CON29O extra parcels	4.68	4.07	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	LAND CHARGES	Land Charges Other (Con 29)	CON29O Q.22	24.67	21.45	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	LAND CHARGES	Land Charges Other (Con 29)	CON29O Q.22	8.73	7.59	15.0%	cost recovery/Inflation - final VAT inclusive amount will be rounded up to nearest £1
CHE	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)				
CHE	LEISURE & GREEN SPACES	Classes and Activities	Classes and Activities				
CHE	LEISURE & GREEN SPACES	Classes and Activities	Senior 55+ Session - Adult Non Member	4.45	4.25	4.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Senior 55+ Session - Pay & Play Concession	2.20	2.10	4.8%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Senior 55+ Session - Better H&F Prepaid	3.00	2.85	5.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities					
CHE	LEISURE & GREEN SPACES	Classes and Activities	Creche 2 Hr Session - Adult Non Member	3.85	3.55	8.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Creche 2 Hr Session - Adult Pay & Play	2.90	2.70	7.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Creche 2 Hr Session- Adult Pay & Play Concs	2.00	1.85	8.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities					
CHE	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Adult Non Member	10.00	9.50	5.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Adult Pay & Play	7.05	6.70	5.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Adult Pay & Play Concs	4.85	4.65	4.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Junior Non Member	5.85	5.60	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Junior Pay & Play	4.25	4.05	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	GE Class 60 mins - Junior Pay & Play Concs	2.85	2.70	5.6%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities					
CHE	LEISURE & GREEN SPACES	Classes and Activities	Gym - Adult Pay & Play	8.75	8.35	4.8%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Gym - Adult Pay & Play Concs	5.85	5.55	5.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Gym - Junior Pay & Play	4.25	4.05	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Gym - Junior Pay & Play Concs	2.90	2.75	5.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Gym Induction - Adult Pay & Play	16.15	15.40	4.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Gym Induction - Adult Pay & Play Concs	11.00	10.50	4.8%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Gym Induction - Junior Pay & Play	9.50	9.05	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Gym Induction - Junior Pay & Play Concs	6.70	6.40	4.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities					
CHE	LEISURE & GREEN SPACES	Classes and Activities	Judo - Junior Non Member	4.80	4.45	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Classes and Activities	Judo - Junior Pay & Play/Prepaid	3.25	3.00	8.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Judo- Junior Pay & Play/Prepaid Concs	2.25	2.10	7.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities					
CHE	LEISURE & GREEN SPACES	Classes and Activities	Holiday scheme - full day member/concessions	13.55	12.55	8.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Holiday scheme - full day non-member	18.35	17.00	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Holiday scheme West Res - Junior day rate	42.75	39.60	8.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Holiday scheme West Res - Junior concessions day rate	20.65	19.15	7.8%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities					
CHE	LEISURE & GREEN SPACES	Classes and Activities	Short Mat Bowls - Adult Non Member	3.55	3.40	4.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Short Mat Bowls - Adult Pay & Play	3.05	2.90	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities		2.30	2.20	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities					
CHE	LEISURE & GREEN SPACES	Classes and Activities	Spectator Entry Fee - Adult Non Member - All Centres	1.65	1.55	6.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Spectator Entry Fee - Junior Non Member - All Centres	0.90	0.85	5.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities					
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming 45min lesson - Adult Member - All Pools	8.15	7.55	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming 45min lesson - Adult Concs - All Pools	5.60	5.20	7.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming 45min lesson - Junior Member - All Pools	6.55	6.05	8.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming 45min lesson - Junior Concs - All Pools	3.25	3.00	8.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming 30min lesson - Junior Member - All Pools	5.65	5.25	7.6%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming 30min lesson - Junior Concs - All Pools	2.90	2.70	7.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	School Swimming Lessons per 30mins lesson for 30 pupils	59.65	55.30	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities					
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Adult Non Member - All Pools	6.00	5.70	5.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Adult Pay & Play - All Pools	4.25	4.05	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Adult Pay & Play Concs - All Pools	1.60	1.50	6.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Junior Pay & Play - All Pools	2.45	2.35	4.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Junior Pay & Play Concs - All Pools	1.55	1.50	3.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming General - Junior Non Member - All Pools	3.50	3.35	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Classes and Activities	School Swimming Lessons per 30mins lesson for 30 pupils (Britannia)	47.20	43.75	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Classes and Activities	Swimming 1-2-1 lessons - All pools	26.65	24.70	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Parties	Parties				
CHE	LEISURE & GREEN SPACES	West Reservoir - Parties	Kayak Party	233.85	216.75	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Parties	Aqua Activity Party	222.15	205.90	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Parties	Multi Activity Party	272.60	252.65	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES		Birthday party (themed- Clissold only)	311.40	288.60	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES		Coaching Party	279.05	258.60	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Parties	West Reservoir Events package - Option 1	4,319.50	4,003.25	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Parties	West Reservoir Events package - Option 2	6,343.80	5,879.35	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Open Water Swimming				
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Fitness Swim - Member	5.85	5.60	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Fitness Swim - Non Member	12.25	11.65	5.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Adult 1-2-1 Private Session (60mins)	45.75	42.40	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Junior 1-2-1 Private Session (60mins)	25.40	23.55	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Adult 1-2-1 Adult Private Session (30mins)	22.85	21.20	7.8%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Junior 1-2-1 Private Session (30mins)	12.60	11.70	7.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Open Water Hire 60mins (20-40 people)	172.25	159.65	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Open Water Hire 60mins (40-60 people)	222.20	205.95	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Open Water Hire 60mins (60-80 people)	320.00	296.55	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir - Open Water Swimming	Open Water Hire 60mins (80-100 people)	482.35	447.05	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Table Tennis					
CHE	LEISURE & GREEN SPACES	Table Tennis	Table Tennis Coached - Adults All	4.45	4.15	7.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Table Tennis	Table Tennis Coached - Junior All	2.10	1.95	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Adult Non Member	8.15	7.75	5.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Adult Pay & Play & Prepaid	5.55	5.30	4.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Adult Pay & Play Concs	4.00	3.80	5.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Junior Non Member	4.75	4.50	5.6%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Junior Pay & Play & Prepaid	3.30	3.15	4.8%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Table Tennis	Table Tennis - Junior Pay & Play Concs	2.20	2.10	4.8%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Toddlers World	Toddlers World				
CHE	LEISURE & GREEN SPACES	Toddlers World	Toddlers World - Junior Non Member	6.70	6.40	4.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Toddlers World	Toddlers World - Junior Pay & Play	4.65	4.45	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Toddlers World	Toddlers World - Junior Pay & Play Concs	2.95	2.80	5.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES		Women Only Sessions - Adult Non Member				
CHE	LEISURE & GREEN SPACES		Women Only Sessions - Adult Pay & Play	6.75	6.45	4.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES		Women Only Sessions - Adult Pay & Play Concs	4.75	4.55	4.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir	Watersports Course (BCU/RYA)	203.10	188.25	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir	Watersports Course (BCU/RYA) Concession	96.30	89.25	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir	UKCC Level 1	358.15	331.95	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir	UKCC Level 2	399.60	370.35	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir	Learn to Sail	399.60	370.35	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir	Introduction to Watersports	109.25	101.25	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	West Reservoir	Birthday Parties	184.10	170.60	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Memberships				
CHE	LEISURE & GREEN SPACES	Memberships	Youth Club Membership - Junior Non Member/Member - WR	180.00	119.75	50.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Youth Club Membership - Junior Concs - WR	126.95	119.75	6.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Joining Fees - Adult Pay & Play	46.90	44.25	6.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Joining Fees - Adult & Junior Pay & Play Concs	1.60	1.50	6.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Memberships				
CHE	LEISURE & GREEN SPACES	Memberships	Better H&F Junior Membership Prepaid Monthly Single	18.40	17.35	6.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Better H&F Junior Membership Prepaid Monthly Single Concs	14.85	14.00	6.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Better H&F Membership Prepaid Monthly Single - All Centres	59.10	55.75	6.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Better H&F Membership Prepaid Monthly Single Concs	28.75	27.10	6.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Better H&F Club Membership Prepaid single	29.55	27.90	5.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Better H&F Student Prepaid Monthly Single	42.25	39.85	6.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Better Swim Prepaid Monthly Single	39.15	36.95	6.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Memberships	Better H&F UK Prepaid Monthly Single	69.85	65.90	6.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Full Sports Hall Hire - Adult (all membership types) - BLC/CLC	102.15	97.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Full Sports Hall Hire - Junior (all membership types) - BLC/CLC	61.85	58.90	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Full Sports Hall Hire - Adult (all membership types) - KHLC/QB	51.05	48.60	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Full Sports Hall Hire - Junior (all membership types) - KHLC/QB	34.15	32.50	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Half Sports Hall Hire - Adult (all membership types) - BLC/CLC/KHLC/QB	51.10	48.65	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Memberships	Half Sports Hall Hire - Junior (all membership types) - BLC/CLC/KHLC/QB	34.15	32.50	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	PARKS (sports facilities set by LBH)				
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Tennis - Peak	7.45	7.45	0.0%	No Increase for 2024/25
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Tennis - Juniors Off Peak (Monday to Friday - Before 6 p.m.)	3.65	3.65	0.0%	No Increase for 2024/25
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Tennis - Off Peak (Monday to Friday - Before 6 p.m.)	4.90	4.90	0.0%	No Increase for 2024/25
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - grass wicket per session evening & weekend Adult Peak	123.70	117.80	5.0%	Increase is set at 5% in line with Pitch Hire increases set by GLL
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - grass wicket evening & weekend Junior Peak	56.50	53.80	5.0%	Increase is set at 5% in line with Pitch Hire increases set by GLL
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - grass wicket per session weekday Adult Off Peak	101.20	96.40	5.0%	Increase is set at 5% in line with Pitch Hire increases set by GLL
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - grass wicket weekday - Junior Off Peak	40.95	39.00	5.0%	Increase is set at 5% in line with Pitch Hire increases set by GLL
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - NTP wicket per session weekend Adult Peak	56.50	53.80	5.0%	Increase is set at 5% in line with Pitch Hire increases set by GLL
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - NTP wicket weekend Junior Peak	25.60	24.40	4.9%	Increase is set at 5% in line with Pitch Hire increases set by GLL
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - NTP wicket per session weekday Adult Off Peak	40.50	38.55	5.1%	Increase is set at 5% in line with Pitch Hire increases set by GLL
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Cricket - NTP wicket weekday - Junior Off Peak	20.40	19.45	4.9%	Increase is set at 5% in line with Pitch Hire increases set by GLL
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football - GLL				
CHE	LEISURE & GREEN SPACES	Grass Football	Show Pitch - Adult Peak - HMC	132.65	126.35	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Grass Football	Show Pitch - Adult Off Peak - HMC	107.45	102.35	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Show Pitch - Junior Peak - HMC	94.55	90.05	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Show Pitch - Junior Off Peak - HMC	75.90	72.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Adult Peak	91.45	87.10	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Adult Off Peak	73.45	69.95	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Junior Peak	45.80	43.60	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Junior Off Peak	36.75	35.00	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Schools Peak	22.90	21.80	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 9 v 9 Schools Off Peak	18.45	17.55	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Adult Peak	79.10	75.35	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Adult Off Peak	61.20	58.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Junior Peak	39.55	37.65	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Junior Off Peak	30.60	29.15	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Schools Peak	19.85	18.90	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 7 v 7 Schools Off Peak	15.45	14.70	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Adult Peak	66.80	63.60	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Adult Off Peak	48.85	46.50	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Junior Peak	33.40	31.80	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Junior Off Peak	24.35	23.20	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Schools Peak	16.65	15.85	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass Football 5 v 5 Schools Off Peak	12.20	11.60	5.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass football (Monday - Friday) 11v11 Adult Off Peak	85.90	81.80	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Grass football (Monday - Friday) - School's Off Peak 11 v 11	21.70	20.65	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Football (Weekend) Adult Peak 11v11	109.60	104.35	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Football 11v11 Block Booking	86.40	82.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Football 11v11 League	74.90	71.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Grass Football	Football (Weekend) School's 11 v 11	25.90	24.70	4.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Junior Football (Monday-Friday) 11 v 11 Junior Off Peak	43.05	41.00	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Grass Football	Junior Football (Weekends) 11 v 11 Peak Juniors	51.90	49.40	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	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)				
CHE	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)				
CHE	LEISURE & GREEN SPACES	Shoreditch Park and Clissold Park Charges (venues with no changing rooms)	Cricket pitch without changing room Adult Peak Evenings & Weekend	93.90	89.45	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Shoreditch Park and Clissold Park Charges (venues with no changing rooms)	Cricket pitch without changing room (weekday) Adult Off Peak	76.65	73.00	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Shoreditch Park and Clissold Park Charges (venues with no changing rooms)	Rugby no C/Rooms Adults Off Peak Weekdays	59.90	57.05	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Shoreditch Park and Clissold Park Charges (venues with no changing rooms)	Rugby No C/Room Adult Peak Weekends & Evenings	66.10	62.95	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	Football Artificial Surfaces - Mabley Green and Haggerston				
CHE	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Half pitch Adult Peak (evenings & weekends)	83.40	79.40	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Full pitch Adult Peak (evenings & weekends)	164.30	156.45	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Full Pitch Junior Off Peak (weekdays)	78.30	74.55	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Full pitch - Adult Off Peak (weekdays)	107.50	102.40	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Full pitch - Junior Peak (evenings & weekends)	88.30	84.10	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Half pitch - Adult Off Peak (weekdays)	53.70	51.15	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Half pitch - Junior Peak (evenings & weekends)	44.25	42.15	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Football Artificial Surfaces - Mabley Green and Haggerston	3G Half pitch - Junior Off Peak (weekdays)	39.10	37.25	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Tennis	Tennis	7.45	7.20	3.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	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)				
CHE	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				
CHE	LEISURE & GREEN SPACES	Use of floodlighting	Use of floodlighting	12.65	12.20	3.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Use of floodlighting	Use of floodlighting - Junior - Up to 6pm	7.45	7.10	4.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Use of floodlighting	MUGA - Haggerston				
CHE	LEISURE & GREEN SPACES	Use of floodlighting	Football/Netball/Basketball - Peak (evenings & weekends)	50.65	48.25	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Use of floodlighting	Football/Netball/Basketball - Off Peak (weekdays)	45.75	43.60	4.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Use of floodlighting- Haggerston	Tennis	12.65	12.20	3.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Hire of Pitches	Hire of Pitches				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Rugby - grass pitches	Rugby - Adult Off Peak (weekdays)	86.40	82.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Rugby - grass pitches	Rugby Adult Peak (evenings & weekends)	104.50	99.50	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Rugby - grass pitches	Rugby - Junior Off Peak (weekdays)	43.05	41.00	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Rugby - grass pitches	Rugby - Junior Peak (evenings & weekends)	51.75	49.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Rugby - grass pitches	Softball	45.45	43.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Rugby - grass pitches	Baseball	45.45	43.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Rugby - grass pitches	Touch Rugby	45.45	43.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	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)				
CHE	LEISURE & GREEN SPACES	Junior Sports Sessions	Junior Sports Sessions				
CHE	LEISURE & GREEN SPACES	Junior Sports Sessions	Athletics - Junior	4.60	4.25	8.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Junior Sports Sessions	Athletics - Junior Concessions	3.20	2.95	8.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Junior Sports Sessions	Basketball - Junior	4.60	4.25	8.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Junior Sports Sessions	Basketball - Junior Concessions	3.20	2.95	8.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Junior Sports Sessions	Football - Junior	3.40	3.15	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Junior Sports Sessions	Football - Junior Concessions	2.40	2.20	9.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Junior Sports Sessions	Gymnastics - Junior	4.60	4.25	8.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Gymnastics - Junior Concessions	Gymnastics - Junior Concessions	3.20	2.95	8.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure					
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Pool hire 50m	92.75	88.35	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Pool hire 25m (8 lanes)	91.95	87.56	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Pool hire 25m (6 lanes)	70.25	66.90	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Pool Lane hire 50m (double lane)	92.75	88.35	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Pool Lane hire 25m (single lane)	11.65	11.10	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports - Adult Non Member	11.45	10.90	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports - Adult Pay & Play/Prepaid	8.25	7.85	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports - Adult Concs	5.60	5.35	4.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports Junior Non Member	6.90	6.55	5.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports- Junior Pay & Play/Prepaid	4.90	4.65	5.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Sports- Junior Concs	3.25	3.10	4.8%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Racquet Hire - All Centres	3.00	2.85	5.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	PARKS (sports facilities set by LBH)				
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Studio Hire	48.85	45.80	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Sports and Leisure	School Education Session - 1 hour (Foundation Stage Only)	81.20	76.10	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Sports and Leisure	School Education Session - 2 hours	159.70	149.65	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Sports and Leisure	School Education Session - 4 hours	267.05	250.30	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Lost Key replacement	146.50	137.30	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Changing Room Key Deposit	13.35	12.50	6.8%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Abney park Cemetery interment casket or coffin	1,257.73	1,178.75	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Interment of Ashes	547.90	513.50	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Rodding without interment	187.70	175.90	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Memorial licences	71.95	67.45	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Sports and Leisure	Council Record searches	67.90	63.65	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes Room Hire				
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Note 1: Community organisations/Charities are entitled to 40% discount, in line with other Hackney venues				
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 1 or 2 hourly rate - Peak - Weekday 5pm-10pm	76.85	73.20	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 1 or 2 hourly rate - Off Peak - Weekday 9am-5pm	61.80	58.85	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 1 or 2 hourly rate - Weekend	102.70	97.80	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 1 and 2 combined hourly rate - Peak - Weekday 5pm-10pm	132.25	125.95	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 1 and 2 combined hourly rate - Off Peak - Weekday 9am-5pm	105.15	100.15	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Meeting room 1 and 2 combined hourly rate - Weekend	163.80	156.00	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 3 - Peak - Weekday 5pm-10pm	38.35	36.50	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 3 - Off Peak - Weekday 9am - 5pm	30.70	29.25	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Meeting room 3 - Weekend	40.85	38.90	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Hackney Marshes Room Hire	Hackney Marshes: Bar area				
CHE	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Queensbridge Sports & Community Centre Room Hire				
CHE	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Gallery hire	24.40	23.25	4.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Gallery with booked room hire	16.85	16.05	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Meeting Room 1 hire	24.50	23.35	4.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Meeting Room 2 hire	26.05	24.80	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Meeting Room 1 & 2 hire	41.35	39.40	4.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Flipchart / Paper / Pens hire	24.50	23.30	5.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Queensbridge Sports & Community Centre Room Hire	Pens / Paper per person	1.15	1.10	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	West Reservoir Meeting Room Hire				
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Tower Room - Off Peak	183.85	175.10	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Tower Room - Peak (before 10pm)	183.85	175.10	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Tower Room - Peak (after 10pm)	229.90	218.95	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Dry classroom - Off Peak	61.45	58.50	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Dry classroom - Peak	68.85	65.55	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Lecture Room - Off Peak	61.45	58.50	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Lecture Room - Peak	68.85	65.55	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Wet Classroom hire - Off Peak	61.45	58.50	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Wet Classroom hire - Peak	68.85	65.55	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Meeting room hire - Peak	61.45	58.50	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Meeting room hire - Off Peak	53.50	50.95	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Seminar room - Off Peak	61.45	58.50	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Seminar room - Peak	68.85	65.55	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Flipchart / Pens / Paper hire	25.30	24.10	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Laptop hire	50.50	48.10	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	OHP hire	30.25	28.80	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	PA system & microphone hire	63.15	60.15	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Pens / Paper hire per person	1.15	1.10	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Photocopying / Emails	0.30	0.30	0.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	Projector hire	38.00	36.20	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	West Reservoir Meeting Room Hire	TV/ Video hire	52.80	50.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	Community - cultural festivals /celebrations / fetes – non ticketed event, daily event fee				
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	51 to 500	162.95	152.70	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	501 to 1000	325.75	305.30	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	1001 to 2000	651.50	610.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	2001 to 3000	977.20	915.85	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	3001 to 4000	1,303.00	1,221.20	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	4001 to 5000	1,628.90	1,526.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	5001 to 6000	1,954.60	1,831.85	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	6001 to 7000	2,280.40	2,137.20	6.7%	Inflationary increase to reflect increased operational costs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	7001 to 8000	2,606.05	2,442.40	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	8001 to 9000	2,931.90	2,747.80	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	10001 to 20000	6,515.20	6,106.10	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	Daily non-event day fee (set-up and break-down days)				
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	51 to 500	40.70	38.15	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	501 to 1000	81.40	76.30	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	1001 to 2000	162.95	152.70	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	2001 to 3000	244.35	229.00	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	3001 to 4000	325.75	305.30	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	4001 to 5000	407.15	381.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	5001 to 6000	488.65	457.95	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	6001 to 7000	570.20	534.40	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	7001 to 8000	651.50	610.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	8001 to 9000	733.00	686.95	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Community - cultural festivals /celebrations / fetes – non ticketed event	10001 to 20000	1,628.90	1,526.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	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				
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	Charity - walks / rides / fundraising stalls etc				
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	Daily event day fee				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	51 to 500	162.90	152.65	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	501 to 1000	325.75	305.30	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	1001 to 2000	651.50	610.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	2001 to 3000	977.25	915.90	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	3001 to 4000	1,303.00	1,221.20	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	4001 to 5000	1,628.90	1,526.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	5001 to 6000	1,954.60	1,831.85	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	6001 to 7000	2,280.39	2,137.20	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	7001 to 8000	2,606.05	2,442.40	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	8001 to 9000	2,934.60	2,750.35	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	9001 to 10000	3,257.65	3,053.10	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	10001 to 20000	6,515.25	6,106.15	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	Daily non-event day fee (set-up and break-down days)				
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	51 to 500	40.70	38.15	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	501 to 1000	81.40	76.30	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	1001 to 2000	162.95	152.70	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	2001 to 3000	244.35	229.00	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	3001 to 4000	325.75	305.30	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	4001 to 5000	407.15	381.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	5001 to 6000	488.65	457.95	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	6001 to 7000	570.20	534.40	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	7001 to 8000	651.50	610.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	8001 to 9000	733.00	686.95	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	9001 to 10000	814.50	763.35	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Charity - walks / rides / fundraising stalls etc	10001 to 20000	1,628.90	1,526.60	6.7%	Inflationary increase to reflect increased operational costs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	LEISURE & GREEN SPACES	Parks user groups. Over 250 (Administration fee)	Parks user groups. Over 250 (Administration fee)				
CHE	LEISURE & GREEN SPACES	Family gatherings - picnics / birthday parties etc	Family gatherings - picnics / birthday parties etc				
CHE	LEISURE & GREEN SPACES	Less than 50	Less than 50				
CHE	LEISURE & GREEN SPACES	More than 50 - by negotiation	More than 50 - by negotiation	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Wedding receptions	Wedding receptions				
CHE	LEISURE & GREEN SPACES	Wedding receptions	Less than 50	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Wedding receptions	50 to 100	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Wedding receptions	101 to 150	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	Public art installations/performance - workshops / static displays / performance				
CHE	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	Daily event day fee	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	1 day	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	Up to 28 days (per day)	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	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		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	Daily non-event day fee (set-up and break-down days)	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	1 day	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Public art installations/performance - workshops / static displays / performance	up to 28 days (per day)	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	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		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Funfairs	Funfairs				
CHE	LEISURE & GREEN SPACES	Funfairs	Daily event day fee				
CHE	LEISURE & GREEN SPACES	Funfairs	Small - up to 5 rides	560.40	525.20	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Funfairs	Medium - 6 to 10 rides	825.55	773.70	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Funfairs	Large - more than 10 rides	1,099.80	1,030.75	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Funfairs	X large - more than 20 rides	1,372.10	1,285.95	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Funfairs	Daily non-event day fee (set-up and break-down days)				
CHE	LEISURE & GREEN SPACES	Funfairs	Small - up to 5 rides	273.00	255.85	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Funfairs	Medium - 6 to 10 rides	339.50	318.20	6.7%	Inflationary increase to reflect increased operational costs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Funfairs	Large - more than 10 rides	413.10	387.15	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Funfairs	X large - more than 20 rides	546.00	511.70	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Circuses	Circuses				
CHE	LEISURE & GREEN SPACES	Circuses	Daily event day fee				
CHE	LEISURE & GREEN SPACES	Circuses	Small - up to 500 seating capacity	977.30	915.95	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Circuses	Medium - 501 to 750 seating capacity	1,303.00	1,221.20	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Circuses	Large - 751 to 1000 seating capacity	1,628.90	1,526.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Circuses	X large - greater than 1000 seating capacity	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Circuses	Daily non-event day fee (set-up and break-down days)				
CHE	LEISURE & GREEN SPACES	Circuses	Small - up to 500 seating capacity	488.55	457.88	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Circuses	Medium - 501 to 750 seating capacity	651.50	610.60	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Circuses	Large - 751 to 1000 seating capacity	814.50	763.35	6.7%	Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Circuses	X large - greater than 1000 seating capacity	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	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				
CHE	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		Inflationary increase to reflect increased operational costs
CHE	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		Inflationary increase to reflect increased operational costs
CHE	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				
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Corporate - product launches / brand events / incentive events				
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Daily event day fee				
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 250 per day	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 500 per day	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 1000 per day	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations greater than 1000 per day	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	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		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 250 per day	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 500 per day	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations up to 1000 per day	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Attendance/invitations greater than 1000 per day	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Hot Air Balloon launch	599.35	561.70	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Admin fee to process all charity, community, commercial and corporate event applications	84.65	79.35	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Helicopter landing	599.35	561.70	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Corporate - product launches / brand events / incentive events	Officer/Keeper/Gardener charge per hour	45.70	42.85	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	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	130.30	122.10	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	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				
CHE	LEISURE & GREEN SPACES	Power Usage	Small - small PA + other small power appliances	135.70	127.20	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Power Usage	Medium - Stage PA, lighting + multiple other power requirements	273.00	255.85	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Power Usage	Large - multiple stages and + multiple other power requirements	413.10	387.15	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Water charges	Water charges	65.15	61.05	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	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	58.65	54.95	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	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.					
CHE	LEISURE & GREEN SPACES		Use of Hackney Downs Pavilion meeting room	33.90	31.75	6.8%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Green Spaces	Green Spaces				
CHE	LEISURE & GREEN SPACES	Green Spaces	LBH/ Partner Park activities (maximum charge - adult)	6.50	6.10	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Green Spaces	LBH / Partner Park activities (maximum charge - children)	3.90	3.65	7.0%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Green Spaces	New Memorial Bench (depending on the park or green space and the bench design)	By Negotiation	By Negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Green Spaces	Memorial Tree (depending on species and park / green space)	By Negotiation	By Negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Green Spaces	Memorial Tree including additional summer watering to establishment (depending on species and park / green space)	By Negotiation	By Negotiation		This cost includes additional watering requested due to increasingly dry summer conditions
CHE	LEISURE & GREEN SPACES	Green Spaces	Commercial Forest School	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Green Spaces	Memorial (other) - e.g fountain/swing etc	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Green Spaces	Refurbish existing bench excluding plaque (for 10 years)	907.70	850.70	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Green Spaces	Corporate Volunteering Charge per head	30.30	28.40	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Green Spaces	Park Development facilitation charge per hour (for site visits with utility companies, private developers etc.)	60.50	56.70	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Hire of Pitches	Marking out additional pitches	By negotiation	By negotiation		Inflationary increase to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Tennis Courts - Use of Floodlighting	12.65	12.65	0.0%	These are set in line with the other Tennis charges and should be £12.65 per hour
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)	Tennis Courts - Use of Floodlighting - Junior - Up to 6pm	7.45	7.35	1.4%	These are set in line with the other Tennis charges at 7.45 per hour
CHE	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Coaching Sessions (GLL)				
CHE	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Tennis - Coached - Adult	7.65	7.10	7.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Tennis - Coached - Junior - 30mins	3.95	3.65	8.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Tennis - Coached - Junior Concessions - 30mins	2.80	2.60	7.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Tennis - Coached - Junior - 45mins	4.60	4.25	8.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Coaching Sessions (GLL)	Tennis - Coached - Junior Concessions - 45mins	3.15	2.90	8.6%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Gainsborough Playing Fields				
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	3G 5v5 pitch - Adult peak	55.35	52.70	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	3G 5v5 pitch - Adult off peak	47.95	45.65	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	3G 5v5 pitch - Junior peak	27.65	26.35	4.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	3G 5v5 pitch - Junior off peak	24.00	22.85	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric 9v9 pitch- Adult peak	66.50	63.30	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric 9v9 pitch- Adult off peak	51.65	49.20	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric 9v9 pitch- Junior peak	33.20	31.60	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric 9v9 pitch- Junior off peak	25.85	24.60	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric pitch 2 (small) - Adult peak	50.35	47.95	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Gainsborough Playing Fields	Polymeric pitch 2 (small) - Adult off peak	45.45	43.30	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Springfield Park	Ground Floor meeting room in Springfield House				
CHE	LEISURE & GREEN SPACES	Springfield Park - Room Charge Springfield House	Weekday - hourly rate	23.45	22.00	6.6%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Springfield Park - Room Charge Springfield House	Weekend - hourly rate	29.35	27.50	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Springfield Park	Hire of old Bowling Green Pavilion				
CHE	LEISURE & GREEN SPACES	Springfield Park - Bowling Pavilion	Weekday - hourly rate	35.20	33.00	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Springfield Park - Bowling Pavilion	Weekend - hourly rate	44.00	41.25	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre					
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Leisure Water Swimming Adult - PEAK	5.85	5.55	5.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Leisure Water Swimming Adult - OFF PEAK	5.85	5.55	5.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Leisure Water Swimming JR - PEAK	3.50	3.35	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Leisure Water Swimming JR - OFF Peak				Charges for the use of facilities at the Britannia Leisure Centre.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Leisure Water Swimming JR - OFF Peak	3.50	3.35	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Aqua Play Party - All leisure water	400.30	371.00	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Leisure Water Parties	303.80	281.55	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Sensory Session Adult - PEAK	5.85	5.55	5.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Sensory Session Adult - OFF PEAK	5.85	5.55	5.4%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Sensory Session JR - PEAK	3.50	3.35	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Sensory Session JR - OFF PEAK	3.50	3.35	4.5%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Sensory Session School / Club	56.65	53.95	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Sensory Party	303.80	281.55	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Soft Play	7.00	6.50	7.7%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Soft Play Party	14.10	13.05	8.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Wexer Party	272.25	252.30	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	School Gym Session	116.10	107.60	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	5-aside football Adult - PEAK	65.15	62.05	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	5-aside football Adult - OFF PEAK	47.60	45.35	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	5-aside football JR - PEAK	39.10	37.25	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	5-aside football JR - OFF PEAK	32.60	31.05	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Tennis adult - PEAK	12.45	11.85	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Tennis adult - OFF PEAK	10.05	9.55	5.2%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Tennis JR - PEAK	6.00	5.70	5.3%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Tennis JR - OFF PEAK	4.40	4.20	4.8%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Use of Flood Lights	12.45	11.85	5.1%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Football Party	272.25	252.30	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Tennis Party	272.25	252.30	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Conference room with kitchen	72.35	68.90	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Conference room without kitchen	45.25	43.10	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Studio hire 1	45.25	43.10	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Studio hire 2	45.25	43.10	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Multi Function room hire - Double Size	90.50	86.20	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Virtual Filming Studio	116.50	110.95	5.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Holiday Play Scheme Full Week	124.95	115.80	7.9%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Britannia Leisure Centre	Holiday Play Scheme Half Day	25.00	23.15	8.0%	These charges are set in consultation and agreement with GLL and are collected and managed by GLL directly. The income is either added to the surplus share to fund landlord responsibilities - or help cover any deficit running costs.
CHE	LEISURE & GREEN SPACES	Springfield Park	Ground Floor meeting room (Red Wood) in Springfield House (Community)				
CHE	LEISURE & GREEN SPACES	Springfield Park - Room Charge Springfield House	Weekday - hourly rate	23.45	22.00	6.6%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Springfield Park - Room Charge Springfield House	Weekend - hourly rate	29.35	27.50	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Springfield Park	Hire of old Bowling Green Pavilion (Community)				
CHE	LEISURE & GREEN SPACES	Springfield Park - Bowling Pavilion	Weekday - hourly rate	35.20	33.00	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Springfield Park - Bowling Pavilion	Weekend - hourly rate	44.00	41.25	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Abney Park	Abney Park Garden Classroom				
CHE	LEISURE & GREEN SPACES	Abney Park - Garden Classroom	2 hour session including use of equipment by schools and non-profit	53.35	50.00	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Abney Park - Garden Classroom	2 hour session including use of equipment by private forest school providers	By negotiation	By negotiation		Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Abney Park - Garden Classroom	whole day session including use of equipment by private forest school providers	By negotiation	By negotiation		Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Abney Park - Community / Education Room	Commercial Hourly Rate Weekdays (10am-5pm)	62.20	58.30 per hour	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Abney Park - Community / Education Room	Commercial Hourly Rate Weekdays (5-10pm)	77.35	72.50 per hour	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Abney Park - Community / Education Room	Commercial Hourly Rate Weekends (10am-10pm)	103.35	96.85 per hour	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Abney Park - Community / Education Room	Community Hourly Rate Weekdays (10am-5pm)	37.30	34.98 per hour	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Abney Park - Community / Education Room	Community Hourly Rate Weekdays (5-10pm)	46.40	43.5 per hour	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LEISURE & GREEN SPACES	Abney Park - Community / Education Room	Community Hourly Rate Weekends (10am-10pm)	62.00	58.11 per hour	6.7%	Inflationary increase September 2023 CPI 6.7% to reflect increased operational costs
CHE	LIBRARIES & HERITAGE	MUSEUMS, LIBRARIES & ARCHIVES					
CHE	LIBRARIES & HERITAGE	Main Museum:	Main Museum:				
CHE	LIBRARIES & HERITAGE	Main Museum:	9:30am - 5:30pm	202.75	190.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Main Museum:	5:30pm - 8:00pm	106.70	100.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LIBRARIES & HERITAGE	Hourly Rate	Hourly Rate	45.00	42.00	7.2%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Museum	Education Room Only:				
CHE	LIBRARIES & HERITAGE	Museum	9:30am - 5:30pm	96.00	90.00	6.7%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Museum	Hourly Rate	28.00	26.00	7.7%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Museum	Hire of temporary exhibition space (12 weeks), including three days staff time for one meeting, installation, deinstallation	1,353.00	1,268.00	6.7%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Museum	Hire of Platform space 12 weeks inclusive (excluding staff time)	168.00	158.00	6.3%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Archives	Archives				
CHE	LIBRARIES & HERITAGE	Archives	Publication of Hackney Museum or Archives image worldwide rights (books, newspapers, magazines, ebooks, web pages, online published pdfs, apps, excluding front cover or web lead banner images)	91.75	86.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Archives	Publication of Hackney Museum or Archives image worldwide for front cover or lead web page image - books, newspapers, magazines, ebooks, websites	149.00	140.00	6.4%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Archives	Publication of Hackney Museum or Archive image - worldwide rights (books, newspapers, magazines, websites). Discounted rate that includes front covers and lead images on web pages - only available to Hackney-based charities and not-for-profit organisations	32.00	30.00	6.7%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Archives	Print Format: Exhibitions: temporary exhibitions - commercial (entrance fee charged)	45.00	42.00	7.2%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Archives	Print Format: Exhibitions: Permanent exhibitions - commercial (entrance fee charged)	96.00	90.00	6.7%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Archives	Exhibitions: temporary exhibitions - non - commercial (no entrance fee charged)	27.00	25.00	8.0%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Archives	Exhibitions: Permanent exhibitions - non - commercial (no entrance fee charged)	45.00	42.00	7.2%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Archives	Merchandise/advertising material	225.00	211.00	6.6%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Archives	Exhibit - exterior display in or on commercial premises	135.00	127.00	6.3%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	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		
CHE	LIBRARIES & HERITAGE	Heritage	Heritage				
CHE	LIBRARIES & HERITAGE	Digital:	Digital:				
CHE	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	56.55	53.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Reproduction Charges	Reproduction Charges				
CHE	LIBRARIES & HERITAGE	Reproduction Charges	Photography permit	9.00	8.50	5.9%	Increase by September CPI and rounded up or down to nearest £1.00

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LIBRARIES & HERITAGE	Reproduction Charges	Self-service microfilm printouts	2.15	2.00	7.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Reproduction Charges	Scanning charge - up to 300dpi Jpeg only (photographic print/negative collections only)	6.00	5.50	9.1%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Reproduction Charges	Scanning charge - 600 dpi Jpeg & TIFF (photographic print/negative collections only)	17.00	16.00	6.3%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Libraries	Libraries				
CHE	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 increase - any increase could be counter productive and it is hoped that Hackney will be able phase out fines in line with several other London Boroughs
CHE	LIBRARIES & HERITAGE	Libraries	Hire charge for Box set of DVDs	No Charge	No Charge		
CHE	LIBRARIES & HERITAGE	Libraries	Reservations other sources	5.40	5.05	6.9%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Reservations from British Library	16.10	15.10	6.6%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Photocopies - A4	0.12	0.10	20.0%	Although higher than the September CPI figure this increase has been proposed after benchmarking with other authorities in the Libraries consortium
CHE	LIBRARIES & HERITAGE	Libraries	Photocopies - A3	0.22	0.20	11.7%	Although higher than the September CPI figure this increase has been proposed after benchmarking with other authorities in the Libraries consortium
CHE	LIBRARIES & HERITAGE	Libraries	Photocopies - A4 colour	0.55	0.50	10.7%	Although higher than the September CPI figure this increase has been proposed after benchmarking with other authorities in the Libraries consortium
CHE	LIBRARIES & HERITAGE	Libraries	Photocopies - A3 colour	1.10	1.00	9.7%	Although higher than the September CPI figure this increase has been proposed after benchmarking with other authorities in the Libraries consortium
CHE	LIBRARIES & HERITAGE	Libraries	Computer prints A4 B/W	0.12	0.10	16.7%	Although higher than the September CPI figure this increase has been proposed after benchmarking with other authorities in the Libraries consortium
CHE	LIBRARIES & HERITAGE	Libraries	Computer prints A4 colour	0.55	0.50	10.7%	Although higher than the September CPI figure this increase has been proposed after benchmarking with other authorities in the Libraries consortium
CHE	LIBRARIES & HERITAGE	Libraries	Replacement cost for lost ADULT membership tickets	1.10	1.00	10.0%	This is a discretionary Fee and very little take up now for a hard copy ticket
CHE	LIBRARIES & HERITAGE	Libraries	Replacement cost for lost CHILD membership tickets	0.55	0.50	10.0%	This is a discretionary Fee and very little take up now for a hard copy ticket
CHE	LIBRARIES & HERITAGE	Libraries	Discarded stock sale various from 0.10p upwards	0.10	0.05	100.0%	Very little discarded stock for sale and mostly sold from .50p upward
CHE	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery hire per week	353.20	331.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Lost stock charges at replacement costs (or £6 if no price)	6.45	6.05	6.5%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Homerton Library piano room per hour	11.25	10.55	6.6%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Dalston CLR James (basement room) / Homerton Hall / Stamford Hill Hall per hour	46.40	43.50	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Printed overdue notice	1.05	1.00	4.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Reservation Hackney/London Library Consortium	0.55	0.50	10.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Maximum Fine for overdue items	8.60	8.05	6.8%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Hire charge for all DVD's for 7 days	No Charge	No Charge		
CHE	LIBRARIES & HERITAGE	Libraries	Hire charge for all CD's for 7 days	No Charge	No Charge		

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	LIBRARIES & HERITAGE	Libraries	Hire charge for all DVD's for 14 days (for Children, Over 60's & Concs)	No Charge	No Charge		
CHE	LIBRARIES & HERITAGE	Libraries	Hire charge for all CD's for 14 days (for Children, Over 60's & Concs)	No Charge	No Charge		
CHE	LIBRARIES & HERITAGE	Libraries	Reservation charges for ADULTS	0.55	0.50	10.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Printed overdue notice (Under 60's)	1.05	1.00	4.7%	No change for several years and little take up but decision to increase by 0.5p
CHE	LIBRARIES & HERITAGE	Libraries	Dalston CLR James 2nd floor meeting room hire per hour	33.60	31.50	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Security cover - £20.00 per hour (minimum 5 hour booking)	21.35	20.00	6.8%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries					
CHE	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery (Monday to Thursday) per day	99.25	93.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery (Friday) per day	76.80	72.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery (Saturday) per day	66.15	62.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery (Sunday) per day	43.75	41.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Stoke Newington Gallery (Per hour outside opening times)	11.20	10.50	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries	Clapton Meeting Room Per Hour	22.40	21.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	MUSEUMS, LIBRARIES & ARCHIVES					
CHE	LIBRARIES & HERITAGE	Heritage Education & Events programming	Adult programme (talks, workshops, seminars)	£5-15	£5-15		No increase as very little take up and any increase could be counter productive residents generally have less money to spend
CHE	LIBRARIES & HERITAGE	Heritage Education & Events programming	Childrens programme (workshops)	£1.50-£5	£1.50-£5		No increase as very little take up and any increase could be counter productive residents generally have less money to spend
CHE	LIBRARIES & HERITAGE	Heritage Education & Events programming	Professional Development workshops/seminars/training/INSETs	£50-£120	£50-£120		No increase as very little take up and any increase could be counter productive residents generally have less money to spend
CHE	LIBRARIES & HERITAGE	Heritage Education & Events programming	Non-LBH schools programme (half day/full day)	£160/£320	£160/£320		No increase as very little take up and any increase could be counter productive residents generally have less money to spend
CHE	LIBRARIES & HERITAGE	Heritage Education & Events programming	School outreach: assemblies/half-day	170.70	160.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Heritage Education & Events programming	School outreach: full day	341.45	320.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Archives	Archives				
CHE	LIBRARIES & HERITAGE	Archives	TV/Film Broadcast of Hackney Museum or Archives image - all platforms/ worldwide / multiple transmissions - Hackney based/active charities and not-for profits only	55.50	52.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Archives	TV/ Film Broadcast of Hackney Museum or Archives moving footage or audio per minute - all platforms/worldwide/multiple transmissions Hackney based/active charities and not-for profits only	55.50	52.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Archives	Archives				
CHE	LIBRARIES & HERITAGE	Reproduction Charges	introduction of a day license: microfilm printout	9.00	8.50	5.9%	Increase by September CPI and rounded up or down to nearest £1.00

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	LIBRARIES & HERITAGE	Archives	Look-up and copying service to identify documents and supply 10 digital captures for £20 £21.50 additional captures/images (up to 30, at additional £1 pre capture (in response to specific enquiry and identify records) (maximum staff time 30 minutes)	£21.50 (plus £1 for any additional; captures over 10 (30 max)	£20 (plus £1 for any additional; captures over 10 (30 max)		Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Re-use licenses	Broadcast in TV/Feature or theatrical broadcast of Hackney Museum or Archives image - all platforms/worldwide/ multiple transmissions Commercial Organisations	Single use, 5 year license - £208 for first image, £90 per subsequent images, additional charge of £90 if used in trailer Single use, Perpetuity - £480 for first image, £232 per subsequent images, Additional charge of £232 if used in trailer or promotion.	Single use, 5 year license - £195 for first image, £85 per subsequent images, additional charge of £85 if used in trailer Single use, Perpetuity - £450 for first image, £225 per subsequent images, Additional charge of £225 if used in trailer or promotion.		Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Re-use licenses	TV Broadcast of Hackney Museum or Archives moving footage or audio Single country/Network – unlimited transmissions, plus time-limited internet streaming Min 30 seconds	5 year licence @ £16 per second for the first 30 seconds, £16 per second thereafter or 10 year licence @ £21.50 per second or the first 30 seconds, £21.50 per second thereafter	5 year licence @ £15 per second for the first 30 seconds, £15 per second thereafter or 10 year licence @ £20 per second or the first 30 seconds, £20 per second thereafter		Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Re-use licenses	TV Broadcast of Hackney Museum or Archives moving footage or audio World – all television, unlimited transmissions, plus time-limited internet streaming Min 30 seconds	5 years @ £32 per seconds for first 30 seconds, £32 per second thereafter or 10 years @ £42 per second for first 30 second, £42 per second thereafter	5 years @ £30 per seconds for first 30 seconds, £30 per second thereafter or 10 years @ £40 per second for first 30 second, £40 per second thereafter		Increase by September CPI and rounded up or down to nearest £1.00

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	LIBRARIES & HERITAGE	Re-use licenses	TV Broadcast of Hackney Museum or Archives moving footage or audio Broadcast online only of Hackney Museum or Hackney Archives moving footage or audio min 30 seconds	5 year @ £8.00 per second (min £240) for first 30 seconds & £8.00ps thereafter or In perpetuity worldwide licence @ £12.00 per second (min £360) for the first 30 seconds & £12.00 ps thereafter	5 year @ £7.50 per second (min £225) for first 30 seconds & £7.50 ps thereafter or In perpetuity worldwide licence @ £11.00 per second (min £330) for the first 30 seconds & £11 ps thereafter		Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Re-use licenses	TV Broadcast of Hackney Museum or Archives moving footage or audio Worldwide all media rights up to 10 years	£48 per second for first 30 seconds, £50 per second thereafter	£45 per second for first 30 seconds, £45 per second thereafter		Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Re-use licenses	TV inc theatrical-film Broadcast of Hackney Museum or Archives moving footage or audio Worldwide all media rights in perpetuity	£85 per second for first 30 seconds, £85 per second thereafter £58 per second for first 30 seconds, £585 ps thereafter (documentaries only)	£80 per second for first 30 seconds, £80 per second thereafter £55 per second for first 30 seconds, £55 ps thereafter (documentaries only)		Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Re-use licenses	Museums/galleries/exhibition (single venue) where the title is displayed on a loop for the duration of the exhibition per title	320.00	300.00	6.7%	Increase by September CPI and rounded up or down to nearest £1.00
CHE	LIBRARIES & HERITAGE	Libraries					
CHE	LIBRARIES & HERITAGE	Libraries	Large Shoreditch meeting room per hour	22.40	21.00	6.7%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LIBRARIES & HERITAGE	Libraries					
CHE	LIBRARIES & HERITAGE	Libraries	Shoreditch - small divided meeting room per hour	11.25	10.55	6.6%	Increase by September CPI and rounded up or down to nearest 0.05p
CHE	LICENSING	Explosives	interim authority notice following death etc of licence holder				
CHE	LICENSING	Explosives	Explosives				
CHE	LICENSING	Explosives	Renewal Registration (1yr)	54.00	54.00	0.0%	Explosives Regulations 2014
CHE	LICENSING	Explosives	New Registration (1yr)	109.00	109.00	0.0%	Explosives Regulations 2014
CHE	LICENSING	Explosives	Renewal Licence (1yr)	86.00	86.00	0.0%	Explosives Regulations 2014
CHE	LICENSING	Explosives	New Licence (1yr)	185.00	185.00	0.0%	Explosives Regulations 2014
CHE	LICENSING	Explosives	Amendment of Licensee or address of site	36.00	36.00	0.0%	Explosives Regulations 2014
CHE	LICENSING	Explosives	Transfer of licence or registration	36.00	36.00	0.0%	Explosives Regulations 2014
CHE	LICENSING	Explosives	Replacement of licence or registration if lost	36.00	36.00	0.0%	Explosives Regulations 2014
CHE	LICENSING	Explosives	Licence to Store Explosives all year round	500.00	500.00	0.0%	Explosives Regulations 2014
CHE	LICENSING	New Premises	New Premises				
CHE	LICENSING	New Premises	Rateable Value Band A	100.00	100.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	New Premises	Rateable Value Band C	315.00	315.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	New Premises	Rateable Value Band D	450.00	450.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LICENSING	New Premises	Rateable Value Band E	635.00	635.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Variation Fee	Premises Variation Fee				
CHE	LICENSING	Premises Variation Fee	Minor variation	89.00	89.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Variation Fee	Rateable Value Band A	100.00	100.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Variation Fee	Rateable Value Band B	190.00	190.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Variation Fee	Rateable Value Band C	315.00	315.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Variation Fee	Rateable Value Band D	450.00	450.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Variation Fee	Rateable Value Band E	635.00	635.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Annual Fees	Premises Annual Fees				
CHE	LICENSING	Premises Annual Fees	Rateable Value Band A	70.00	70.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Annual Fees	Rateable Value Band B	180.00	180.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Annual Fees	Rateable Value Band C	295.00	295.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Annual Fees	Rateable Value Band D	320.00	320.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Premises Annual Fees	Rateable Value Band E	350.00	350.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	Exceptionally Large Events				
CHE	LICENSING	Exceptionally Large Events	5000 to 9999	1,000.00	1,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	10000 to 14999	2,000.00	2,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	15000 to 19999	4,000.00	4,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	20000 to 29999	8,000.00	8,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	30000 to 39999	16,000.00	16,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	40000 to 49999	24,000.00	24,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	50000 to 59999	32,000.00	32,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	60000 to 69999	40,000.00	40,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	70000 to 79999	48,000.00	48,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	80000 to 89999	56,000.00	56,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Exceptionally Large Events	90000 and over	64,000.00	64,000.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Personal Licenses, Temporary Events and Other Fees				
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Application for a granting or reNewal of Personal Licence	37.00	37.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Temporary Event Notice	21.00	21.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Theft, Loss etc of premises licence or summary	10.50	10.50	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Application for a provisional statement where premises being built etc	195.00	195.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Notification of change of name or address	10.50	10.50	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Application to vary licence to specify individual as premises supervisor	23.00	23.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Application for transfer of premises licence	23.00	23.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Interim authority notice following death etc of licence holder	23.00	23.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Theft, Loss etc of certificate or summary	10.50	10.50	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	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%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Change of relevant registered address of club	10.50	10.50	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Theft, Loss etc of temporary event notice	10.50	10.50	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Theft, Loss etc of personal licence	10.50	10.50	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Duty to notify change of name or address	10.50	10.50	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Right of freeholder etc to be notified of Licensing matters	21.00	21.00	0.0%	The Licensing Act 2003 (Fees) Regulations 2005
CHE	LICENSING	Gambling Act 2005	Gambling Act 2005				
CHE	LICENSING	Premises Licences	Premises Licences				
CHE	LICENSING	Premises Licences	Bingo Club Premises	2,870.00	2,870.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Premises Licences	Adult Gaming Centre	1,640.00	1,640.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Premises Licences	Family Entertainment Centres	2,050.00	2,050.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Premises Licences	Betting Premises (excluding tracks)	2,460.00	2,460.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Premises Licences	Tracks	2,050.00	2,050.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Premises Licence - First Annual Fee and Annual Fee				
CHE	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Bingo Club Premises	820.00	820.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Betting Premises (excluding tracks)	492.00	492.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Tracks	820.00	820.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Family Entertainment Centre	615.00	615.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Premises Licence - First Annual Fee and Annual Fee	Adult Gaming Centre	820.00	820.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Vary Premises Licence	Application to Vary Premises Licence				
CHE	LICENSING	Application to Vary Premises Licence	Bingo Club Premises	1,435.00	1,435.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Vary Premises Licence	Betting Premises (excluding tracks)	1,230.00	1,230.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Vary Premises Licence	Tracks	1,025.00	1,025.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Vary Premises Licence	Family Entertainment Centre	820.00	820.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Vary Premises Licence	Adult Gaming Centre	820.00	820.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Transfer Premises Licence	Application to Transfer Premises Licence				
CHE	LICENSING	Application to Transfer Premises Licence	Bingo Club Premises	540.00	540.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Transfer Premises Licence	Betting Premises (excluding tracks)	540.00	540.00	0.0%	Statute - GA2005 set by DCMS

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LICENSING	Application to Transfer Premises Licence	Tracks	427.50	427.50	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Transfer Premises Licence	Family Entertainment Centre	427.50	427.50	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Transfer Premises Licence	Adult Gaming Centre	540.00	540.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Reinstate Premises Licence	Application to Reinstate Premises Licence				
CHE	LICENSING	Application to Reinstate Premises Licence	Bingo Club Premises	540.00	540.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Reinstate Premises Licence	Betting Premises (excluding tracks)	540.00	540.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Reinstate Premises Licence	Tracks	427.50	427.50	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Reinstate Premises Licence	Family Entertainment Centre	427.50	427.50	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application to Reinstate Premises Licence	Adult Gaming Centre	540.00	540.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application for Provisional Statement	Application for Provisional Statement				
CHE	LICENSING	Application for Provisional Statement	Bingo Club Premises	2,870.00	2,870.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application for Provisional Statement	Betting Premises (excluding tracks)	2,460.00	2,460.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application for Provisional Statement	Tracks	2,050.00	2,050.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application for Provisional Statement	Family Entertainment Centre	1,640.00	1,640.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Application for Provisional Statement	Adult Gaming Centre	1,640.00	1,640.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Licence Application (Provisional Statement Holders)	Licence Application (Provisional Statement Holders)				Statute - GA2005 set by DCMS
CHE	LICENSING	Licence Application (Provisional Statement Holders)	Bingo Club Premises	984.00	984.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Licence Application (Provisional Statement Holders)	Betting Premises (excluding tracks)	779.00	779.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Licence Application (Provisional Statement Holders)	Tracks	779.00	779.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Licence Application (Provisional Statement Holders)	Family Entertainment Centre	984.00	984.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Licence Application (Provisional Statement Holders)	Adult Gaming Centre	984.00	984.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Copy Licence	Copy Licence				
CHE	LICENSING	Copy Licence	Bingo Club Premises	25.00	25.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Copy Licence	Betting Premises (excluding tracks)	25.00	25.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Copy Licence	Tracks	25.00	25.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Copy Licence	Family Entertainment Centre	25.00	25.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Copy Licence	Adult Gaming Centre	25.00	25.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Notification of change	Notification of change				
CHE	LICENSING	Notification of change	Bingo Club Premises	50.00	50.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Notification of change	Betting Premises (excluding tracks)	50.00	50.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Notification of change	Tracks	50.00	50.00	0.0%	Statute - GA2005 set by DCMS

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LICENSING	Notification of change	Family Entertainment Centre	50.00	50.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Notification of change	Adult Gaming Centre	50.00	50.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Alcohol / Licensed Premises Gaming Machine Permit				
CHE	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Convert Existing	100.00	100.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	New	150.00	150.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Vary	100.00	100.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Transfer	25.00	25.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Annual Fee / First Annual fee	50.00	50.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Change Name	25.00	25.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Alcohol / Licensed Premises Gaming Machine Permit	Permit copy	15.00	15.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Family Entertainment Centre gaming Machine Permit	Family Entertainment Centre gaming Machine Permit				
CHE	LICENSING	Family Entertainment Centre gaming Machine Permit	Convert Existing	100.00	100.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Family Entertainment Centre gaming Machine Permit	New	300.00	300.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Family Entertainment Centre gaming Machine Permit	Change Name	25.00	25.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Family Entertainment Centre gaming Machine Permit	Permit copy	15.00	15.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Family Entertainment Centre gaming Machine Permit	Renewal	300.00	300.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Club Gaming and Club Machine Permits	Club Gaming and Club Machine Permits				
CHE	LICENSING	Club Gaming and Club Machine Permits	Application	200.00	200.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Club Gaming and Club Machine Permits	Conversion Application	100.00	100.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Club Gaming and Club Machine Permits	Annual Fee	50.00	50.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Club Gaming and Club Machine Permits	Variation	100.00	100.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Club Gaming and Club Machine Permits	Copy Permit	15.00	15.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Club Gaming and Club Machine Permits	ReNewals under GA05 para24(1)	200.00	200.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Alcohol Licensed Premises Notifications	Alcohol Licensed Premises Notifications				
CHE	LICENSING	Alcohol Licensed Premises Notifications	Notification of automatic entitlement	50.00	50.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Gambling Temporary Use Notices	Gambling Temporary Use Notices	500.00	500.00	0.0%	Statute - GA2005 set by DCMS

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LICENSING	Registration of Small Society Lotteries	Registration of Small Society Lotteries				
CHE	LICENSING	Registration of Small Society Lotteries	Registration	40.00	40.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Registration of Small Society Lotteries	Annual Fee	20.00	20.00	0.0%	Statute - GA2005 set by DCMS
CHE	LICENSING	Other Licenses	Other Licenses				
CHE	LICENSING	Other Licenses	Dangerous Wild Animals	484.00	453.20	6.8%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Zoo Licences	545.00	510.40	6.8%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Guard Dogs	484.00	453.20	6.8%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	New Site Licence	445.00	416.90	6.7%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Renewal of Site Licence	408.00	381.70	6.9%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Variation of Site Licence	186.00	173.80	7.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	New Collectors Licence	234.00	218.90	6.9%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Renewal of Collectors Licence	206.00	192.50	7.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Variation of Collectors Licence	168.00	157.30	6.8%	Discretionary - set by Service to recover costs
CHE	LICENSING	Sex Establishments:	Sex Establishments:				
CHE	LICENSING	Sex Establishments:	Sex Shops	4,268.00	4,000.00	6.7%	Discretionary - set by Service to recover costs
CHE	LICENSING	Sex Establishments:	Sex shop Renewal	2,918.00	2,734.00	6.7%	Discretionary - set by Service to recover costs
CHE	LICENSING	Sex Establishments:	Sex Cinemas	4,268.00	4,000.00	6.7%	Discretionary - set by Service to recover costs
CHE	LICENSING	Sex Establishments:	Sex Cinema Renewal	2,918.00	2,734.00	6.7%	Discretionary - set by Service to recover costs
CHE	LICENSING	Sex Establishments:	Sex Entertainment Venues	4,268.00	4,000.00	6.7%	Discretionary - set by Service to recover costs
CHE	LICENSING	Sex Establishments:	SEV Renewal	2,918.00	2,734.00	6.7%	Discretionary - set by Service to recover costs
CHE	LICENSING	Sex Establishments:	Transfer	455.00	426.00	6.8%	Discretionary - set by Service to recover costs
CHE	LICENSING	Sex Establishments:	Variation	455.00	426.00	6.8%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Other Licenses				
CHE	LICENSING	Other Licenses	Hypnotism on stage	98.00	98.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Competitive Bidding Premises	348.00	326.00	6.7%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Transfer	64.00	64.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Variation	112.00	112.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Duplicate / replacement licence document	25.00	25.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Replacement of Scrap Metal Dealer Site licence	24.00	24.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Replacement of Scrap Metal Dealer Collectors licence	24.00	24.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Changes of details on Scrap Metal Site licence	24.00	24.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Changes of details on Scrap Metal Collectors licence	24.00	24.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Film Classification (Hourly rate)	57.00	44.00	29.5%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Licensing Officer (includes VAT)	51.00	39.22	30.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Licensing Service Pre-Application:				
CHE	LICENSING	Other Licenses	Check and Send (VAT included)				
CHE	LICENSING	Other Licenses	New premises, Variation , Provisional Statement, club premises certification	51.00	39.00	30.8%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Minor Variation	38.00	29.00	31.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Transfer of Premises	15.00	11.50	30.4%	Discretionary - set by Service to recover costs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LICENSING	Other Licenses	Variation and disapplication of Designated Premises Supervisor (Vary DPS)	15.00	11.50	30.4%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Transfer & Vary DPS	26.00	20.00	30.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Interim Authority Notice	15.00	11.50	30.4%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Temporary Event Notice	15.00	11.50	30.4%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Personal Licence	15.00	11.50	30.4%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Pre - App (Front Desk service as current (incl Check & Send)) VAT included	102.00	78.00	30.8%	Discretionary - set by Service to recover costs
CHE	LICENSING	Other Licenses	Pre-App (Full Service - site meeting, written report, incl Check & Send) VAT included + invoice from DMT	230.00	176.53	30.3%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare					
CHE	LICENSING	Animal Welfare	Animal Boarding (New)	687.00	687.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding (Renewal)	585.00	585.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding (Variation)	469.00	469.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding (Duplicate Licence)	42.00	42.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding (Update Licence Details)	56.00	56.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding (Re-rating)	216.00	216.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding - Franchise Model (New)	520.00	520.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding - Franchise Model (Renewal)	450.00	450.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding - Franchise Model (Variation)	334.00	334.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding - Franchise Model (Duplicate Licence)	42.00	42.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding - Franchise Model (Update Licence Details)	56.00	56.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Animal Boarding - Franchise Model (Re-rating)	216.00	216.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Home Boarder (New)	520.00	520.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Home Boarder (Renewal)	450.00	450.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Home Boarder (Variation)	334.00	334.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Home Boarder (Duplicate Licence)	42.00	42.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Home Boarder (Update Licence Details)	56.00	56.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Home Boarder (Re-rating)	216.00	216.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Doggie Day Care (New)	593.00	593.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Doggie Day Care (Renew)	510.00	510.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Doggie Day Care (Variation)	394.00	394.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Doggie Day Care (Duplicate Licence)	42.00	42.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Doggie Day Care (Update Licence Details)	56.00	56.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Doggie Day Care (Re-rating)	216.00	216.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Dog Breeding Establishment (New with kennel units)	695.00	695.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Dog Breeding Establishment (Renewal with kennel units)	585.00	585.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Dog Breeding Establishment (Variation with kennel units)	469.00	469.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Dog Breeding Establishment (New domestic dwelling)	604.00	604.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Dog Breeding Establishment (Renewal domestic dwelling)	494.00	494.00	0.0%	Discretionary - set by Service to recover costs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LICENSING	Animal Welfare	Dog Breeding Establishment (Variation domestic dwelling)	394.00	394.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Dog Breeding Establishment (Duplicate licence)	42.00	42.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Dog Breeding Establishment (Update Licence Details)	56.00	56.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Dog Breeding Establishment (Re-rating)	216.00	216.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Keeping or training animals for exhibition (New)	687.00	687.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Keeping or training animals for exhibition (Renewal)	585.00	585.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Keeping or training animals for exhibition (Variation)	469.00	469.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Keeping or training animals for exhibition (Duplicate licence)	42.00	42.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Keeping or training animals for exhibition (Update Licence Details)	56.00	56.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Riding Establishments (New)	591.00	591.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Riding Establishments (Renewal)	551.00	551.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Riding Establishments (Variation)	435.00	435.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Riding Establishments (Duplicate Licence)	42.00	42.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Riding Establishments (Update Licence Details)	56.00	56.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Animal Welfare	Riding Establishments (Re-rating)	216.00	216.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments					
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Category 1 - New)	784.00	784.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Category 1 - Renewal)	772.00	772.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Category 2 - New)	610.00	610.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Category 2 - Renewal)	561.00	561.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Variation)	179.00	179.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Transfer)	146.00	146.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Category 1 - Temporary Licence)	341.00	341.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Category 2 - Temporary Licence)	260.00	260.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Practitioner Registration)	168.00	157.00	7.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Registration of exempt premises)	84.00	84.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment (Registration of exempt practitioner)	34.00	34.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment - Change of licence details	34.00	34.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Massage and Special Treatments	Massage and Special Treatment - Duplicate licence	23.00	23.00	0.0%	Discretionary - set by Service to recover costs
CHE	LICENSING	Late Night Levy					
CHE	LICENSING	Late Night Levy	Late Night Levy - Band A	299.00	299.00	0.0%	The Late Night Levy (Application and Administration) Regulations 2012
CHE	LICENSING	Late Night Levy	Late Night Levy - Band B	768.00	768.00	0.0%	The Late Night Levy (Application and Administration) Regulations 2012
CHE	LICENSING	Late Night Levy	Late Night Levy - Band C	1,259.00	1,259.00	0.0%	The Late Night Levy (Application and Administration) Regulations 2012
CHE	LICENSING	Late Night Levy	Late Night Levy - Band D	1,365.00	1,365.00	0.0%	The Late Night Levy (Application and Administration) Regulations 2012

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	LICENSING	Late Night Levy	Late Night Levy - Band E	1,493.00	1,493.00	0.0%	The Late Night Levy (Application and Administration) Regulations 2012
CHE	LICENSING	Late Night Levy					
CHE	LICENSING	Late Night Levy	Late Night Levy - Band A (Accredited)	209.30	209.30	0.0%	Charge reflecting 30% reduction on full Late Night Levy charge subject to business meeting best practice criteria
CHE	LICENSING	Late Night Levy	Late Night Levy - Band B (Accredited)	537.60	537.60	0.0%	Charge reflecting 30% reduction on full Late Night Levy charge subject to business meeting best practice criteria
CHE	LICENSING	Late Night Levy	Late Night Levy - Band C (Accredited)	881.30	881.30	0.0%	Charge reflecting 30% reduction on full Late Night Levy charge subject to business meeting best practice criteria
CHE	LICENSING	Late Night Levy	Late Night Levy - Band D (Accredited)	955.50	955.50	0.0%	Charge reflecting 30% reduction on full Late Night Levy charge subject to business meeting best practice criteria
CHE	LICENSING	Late Night Levy	Late Night Levy - Band E (Accredited)	1,045.10	1,045.10	0.0%	Charge reflecting 30% reduction on full Late Night Levy charge subject to business meeting best practice criteria
CHE	LICENSING	Alcohol Licensed Premises Notifications	Alcohol Licensed Premises Notifications				
CHE	LICENSING	Personal Licenses, Temporary Events and Other Fees	Temporary Event Notice - Statement of remaining annual entitlement.	36.00	36.00	0.0%	No increase proposed
CHE	MARKETS	STREET MARKETS	STREET MARKETS				
CHE	MARKETS	Permanent Traders	Permanent Traders				
CHE	MARKETS	Kingsland Market	Kingsland Market				
CHE	MARKETS	Kingsland Market *fees inclusive of stall hire on Saturdays	Saturday (only) - non fruit and vegetables/ street food	29.00	27.00	7.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Hoxton *fees inclusive of stall hire on Saturdays				
CHE	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Monday - Friday - non fruit and vegetables/ street food	51.50	48.00	7.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Monday - Friday (fruit and vegetable / street food)	55.50	52.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Saturday (fee per day) - non fruit and vegetables/ street food	32.00	30.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Saturday (fee per day) - fruit and vegetable / street food	34.50	32.00	7.8%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Ridley Road Market				
CHE	MARKETS	Ridley Road Market	Monday - Saturday zones one and two (fee per week) - non fruit and vegetables/ street food	98.50	92.00	7.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Monday - Saturday zone three (fee per week) - non fruit and vegetables/ street food	69.50	65.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Monday - Saturday -fruit and vegetable / street food-zones one and two (fee per week)-	155.00	145.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Monday - Saturday - fruit and vegetable/ street food - zone three (fee per week)	109.00	102.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Thursday, Friday or Saturday (fee per day) zones one and two - non fruit and vegetables/ street food	42.00	39.00	7.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Thursday, Friday or Saturday (fee per day) zone three- non fruit and vegetables/ street food	29.00	27.00	7.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Friday or Saturday (fee per day) zones one and two - non fruit and vegetables/ street food	42.00	39.00	7.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Friday or Saturday (fee per day) zone three- non fruit and vegetables/ street food	29.00	27.00	7.4%	CPI increase rounded up to the nearest 50p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	MARKETS	Ridley Road Market	Friday or Saturday (fee per day - fruit and vegetable / street food) zones one and two	42.00	39.00	7.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Friday or Saturday (fee per day) - fruit and vegetable / street food- zone three	58.00	54.00	7.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Friday and Saturday (only) zones one and two - non fruit and vegetables/ street food	55.00	51.20	7.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Friday and Saturday (only) zone three - non fruit and vegetables/ street food	50.50	47.00	7.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Friday and Saturday (only) - fruit and vegetable / street food- zones one and two	73.00	68.00	7.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Market	Friday and Saturday (only) - fruit and vegetable / street food- zone three	69.50	65.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Broadway Market	Broadway Market				
CHE	MARKETS	Broadway Market	Saturday - non fruit and vegetables/ street food	59.00	55.00	7.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Broadway Market	Saturday - fruit and vegetable/ street food)*	64.00	60.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Kingsland Market	Kingsland Market				
CHE	MARKETS	Temporary Traders	Temporary Traders				
CHE	MARKETS	Kingsland Market *fees inclusive of stall hire on Saturdays	Saturday - non fruit and vegetables/ street food	33.50	31.00	8.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Kingsland Market *fees inclusive of stall hire on Saturdays	Saturday (fruit and vegetable/ street food)	35.50	33.00	7.6%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Hoxton	Hoxton				
CHE	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Monday - Friday (fee per day) - non fruit and vegetables/ street food	20.50	19.00	7.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Monday - Friday (per day - fruit and vegetable / street food)	26.00	24.00	8.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Saturday (fee per day) - non fruit and vegetables/ street food	34.50	32.00	7.8%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Hoxton *fees inclusive of stall hire on Saturdays	Saturday (fee per day - fruit and vegetable / street food)	38.50	36.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Broadway	Broadway				
CHE	MARKETS	Broadway *fees inclusive of stall hire on Saturdays	Saturday (only) non fruit and vegetables/ street food	64.00	60.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Broadway *fees inclusive of stall hire on Saturdays	Saturday (only - fruit and vegetable / street food)	70.50	66.00	6.8%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Chatsworth Road	Chatsworth Road				
CHE	MARKETS	Chatsworth Road *fees inclusive of stall hire on Sunday	Sunday (only) non fruit and vegetables/ street food	37.50	35.00	7.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Chatsworth Road *fees inclusive of stall hire on Sunday	Sunday (only - fruit and vegetable / street food)	45.00	42.00	7.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Variable Charges for Temporary Traders	Ridley Road Variable Charges for Temporary Traders				
CHE	MARKETS	Zone 1	Zone 1				
CHE	MARKETS	Zone 1	Monday to Thursday - non fruit and vegetables	41.00	38.00	7.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Zone 1	Monday to Thursday - fruit and vegetables	48.00	45.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Zone 1	Friday or Saturday - non fruit and vegetables	66.50	62.00	7.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Zone 1	Friday or Saturday - fruit and vegetables	75.00	70.00	7.1%	CPI increase rounded up to the nearest 50p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	MARKETS	Zone 2	Zone 2				
CHE	MARKETS	Zone 2	Monday to Thursday - non fruit and vegetables/ street food	26.00	24.00	8.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Zone 2	Monday to Thursday - fruit and vegetables/ street food	34.50	32.00	7.8%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Zone 2	Friday or Saturday - non fruit and vegetables/ street food	50.50	47.00	7.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Zone 2	Friday or Saturday - fruit and vegetables	57.00	53.00	7.5%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Zone 3	Zone 3				
CHE	MARKETS	Zone 3	Monday to Thursday - non fruit and vegetables/ street food	10.00	9.00	11.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Zone 3	Monday to Thursday - fruit and vegetables/ street food	20.50	19.00	7.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Zone 3	Friday or Saturday - non fruit and vegetables/ street food	24.50	23.00	6.5%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Zone 3	Friday or Saturday - fruit and vegetables/street food	36.50	34.00	7.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Referral Credit Scheme	Referral Credit Scheme				
CHE	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	0.00	0.00		CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Market and Street Trading Administration Fees				
CHE	MARKETS	Market and Street Trading Administration Fees	New market temporary licence application or renewal fee (online only)	61.00	57.00	7.0%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	New market permanent licence application or renewal fee (online only)	61.00	57.00	7.0%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Application to change the terms of a permanent licence (such as commodity or pitch number).	61.00	57.00	7.0%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Replacement licence card	36.50	34.00	7.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Replacement assistant identity card	24.50	23.00	6.5%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Replacement nameplate	18.00	17.00	5.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Traders replacement statement of account	13.00	12.00	8.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Markets promotional prices	Markets promotional prices				
CHE	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				
CHE	MARKETS	Markets promotional prices	*Promotion - £10 off new applications and renewals completed and received online	11.50	10.90	5.5%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Markets promotional prices	*Promotion - Buy one pitch get one free	Various	Various		
CHE	MARKETS	Markets promotional prices	*Promotion - Buy one pitch and get one half price	Various	Various		
CHE	MARKETS	Markets promotional prices	*Promotion - 25% discount on pitch fee	Various	Various		
CHE	MARKETS	Markets promotional prices	*Promotion - 50% discount on pitch fee	Various	Various		

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	MARKETS	Markets promotional prices	*Promotion - 75% discount on pitch fee	Various	Various		
CHE	MARKETS	Markets promotional prices	*Promotion - Free stall hire	0.00	0.00		
CHE	MARKETS	STREET MARKETS	STREET MARKETS				
CHE	MARKETS	Permanent Traders	Permanent Traders				
CHE	MARKETS	Kingsland Market	Kingsland Market				
CHE	MARKETS	Kingsland Market	Saturday (only - fruit and vegetable /street food)	31.00	29.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Well Street Market	Well Street Market				
CHE	MARKETS	Well Street Market	Monday - Friday (no fruit and vegetable/ street food)	36.50	34.00	7.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Well Street Market	Monday - Friday (fruit and vegetable / street food)	40.50	38.00	6.6%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Well Street Market	Saturday only (no fruit and vegetable/ street food)	20.50	19.00	7.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Well Street Market	Saturday only (fruit and vegetable / street food)	22.50	21.00	7.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Chatsworth Road Market	Chatsworth Road Market				
CHE	MARKETS	Chatsworth Road Market	Sunday (only)	37.50	35.00	7.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Chatsworth Road Market	Sunday (only - fruit and vegetable / street food)	45.00	42.00	7.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Private Street Trading / Market Site	Private Street Trading / Market Site				
CHE	MARKETS	Private Street Trading / Market Site	Markets with less than 10 pitches - Daily fee private / public land	175.00	164.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Private Street Trading / Market Site	Markets with more than 10 pitches but less than 20 - Daily fee private / public land	291.50	273.00	6.8%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Private Street Trading / Market Site	Markets with more than 20 pitches - Daily fee private / public land	407.50	382.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Private Street Trading / Market Site	Monthly seasonal licences (i.e. Christmas tree sales)	1,163.00	1,090.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Private Street Trading / Market Site	Weekly seasonal licences (i.e. Christmas tree sales)	192.00	180.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Temporary Traders	Temporary Traders				
CHE	MARKETS	Kingsland Market	Kingsland Market				
CHE	MARKETS	Kingsland Market	Saturday (only) - 1 day licence trading fee	18.00	17.00	5.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Well Street Market	Well Street Market				
CHE	MARKETS	Well Street Market	Monday - Friday (fee per day)	20.50	19.00	7.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Well Street Market	Monday - Friday (fee per day - fruit and vegetable / street food)	25.50	24.00	6.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Well Street Market	Saturday (only)	34.00	32.00	6.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Well Street Market	Saturday (only - fruit and vegetable / street food)	38.50	36.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Miscellaneous City Sites	Miscellaneous City Sites				
CHE	MARKETS	Miscellaneous City Sites	Monday - Sunday (fee per day)	58.50	55.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Miscellaneous City Sites	Monday - Sunday (fee per day - fruit and vegetable / street food)	61.00	57.00	7.0%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Miscellaneous Primary Sites	Miscellaneous Primary Sites				
CHE	MARKETS	Miscellaneous Primary Sites	Monday - Sunday (fee per day)	37.50	35.00	7.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Miscellaneous Primary Sites	Monday - Sunday (fee per day - fruit and vegetable / street food)	40.50	38.00	6.6%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Miscellaneous Secondary Sites	Miscellaneous Secondary Sites				
CHE	MARKETS	Miscellaneous Secondary Sites	Monday - Sunday (fee per day)	25.50	24.00	6.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Miscellaneous Secondary Sites	Monday - Sunday (fee per day - fruit and vegetable / street food)	29.00	27.00	7.4%	CPI increase rounded up to the nearest 50p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	MARKETS	Miscellaneous single event fee	Miscellaneous single event fee				
CHE	MARKETS	Miscellaneous single event fee	Any trading day (for individual events in the year, not regular events e.g. single annual event)	58.50	55.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Commercial Event	Commercial Event				
CHE	MARKETS	Commercial Event	Any trading day (food trading)	291.50	273.00	6.8%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Commercial Event	Any trading day (non-food)	175.00	164.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Hackney Carnival	Hackney Carnival				
CHE	MARKETS	Hackney Carnival	Carnival trading only (food trading)	465.00	436.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Hackney Carnival	Carnival trading only (non-food)	291.50	273.00	6.8%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Market and Street Trading Administration Fees				
CHE	MARKETS	Market and Street Trading Administration Fees	Fast track licence application (within 48 hours)	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Private Street Trading/Market licence application or renewal fee	1,163.00	1,090.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	1 Day Street Trading Licence	18.00	17.00	5.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Arrears letter	6.50	6.00	8.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Enforcement/revocation letter	11.50	11.00	4.5%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Gazebo hire charge if booked but does not attend	21.50	20.00	7.5%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Private Street Trading/Market licence application or renewal fee	1,163.00	1,090.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Storage Container Hire	Storage Container Hire				
CHE	MARKETS	Storage Container Hire	Hoxton Street Market - 20ft- monthly fee	175.00	164.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Storage Container Hire	Well Street Market - 20ft - monthly fee	175.00	164.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Storage Container Hire	Ridley Road Market - 10ft - monthly fee	87.50	82.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Storage Container Hire	Ridley Road Market - 20ft - monthly fee	175.00	164.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Event Stall Hire	Event Stall Hire				
CHE	MARKETS	Event Stall Hire	Stall hire	24.50	23.00	6.5%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Event Stall Hire	Table hire	13.00	12.00	8.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Markets/ Shop Fronts promotional prices	Markets/ Shop Fronts promotional prices				
CHE	MARKETS	Markets/ Shop Fronts promotional prices	*Promotional pricing may be introduced or withdrawn at any time depending on the needs of relevant markets - terms and conditions will apply				
CHE	MARKETS	Markets promotional prices	*Promotion - Buy one pitch and get the second pitch for 75% off	Various	Various		CPI increase rounded up to the nearest 50p
CHE	MARKETS	Markets promotional prices	*Promotion - 50% discount on pitch fee for private land owners miscellaneous street trading	Various	Various		CPI increase rounded up to the nearest 50p
CHE	MARKETS	Markets promotional prices	*Promotion - 10% discount on shop front licence	Various	Various		CPI increase rounded up to the nearest 50p
CHE	MARKETS	Markets promotional prices	*Promotion - 20% discount on shop front licence	Various	Various		CPI increase rounded up to the nearest 50p
CHE	MARKETS	Trading Places - discount for first 6 months trading	Trading Places - discount for first 6 months trading				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	MARKETS	Trading Places - discount for first 6 months trading	Ridley Road Market - Monday to Saturday (fee per week) Zone 3	51.00	48.00	6.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Trading Places - discount for first 6 months trading	Chatsworth Road Market - Sunday (only)	23.50	22.00	6.8%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Trading Places - discount for first 6 months trading	Kingsland Market - Four Saturdays	70.50	66.00	6.8%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Trading Places - discount for first 6 months trading	Gazebo hire	11.50	11.00	4.5%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Trading Places - discount for first 6 months trading	Table hire	6.50	6.00	8.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	SHOP FRONTS	SHOP FRONTS				
CHE	MARKETS	Permanent Licence Holder	Permanent Licence Holder				
CHE	MARKETS	Permanent Licence Holder	Fee per m2	87.50	82.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Permanent Licence Holder	1 day shop front trading licence	58.50	55.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Permanent Licence Holder	30 day shop front trading licence	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Permanent Licence Holder	First application fee (online only)	105.50	99.00	6.6%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Permanent Licence Holder	Renewal fee with no variation (online only)	58.50	55.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Permanent Licence Holder	Renewal fee with licence variation	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Temporary Licence Holder	Temporary Licence Holder				
CHE	MARKETS	Temporary Licence Holder	Fee per m2	95.00	89.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Temporary Licence Holder	First time application fee (online only)	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Temporary Licence Holder	Renewal fee with no licence variation (online only)	58.50	55.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Temporary Licence Holder	Renewal fee with licence variation	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Temporary Licence Holder	Application fee for 1 day or 30 day licence	175.00	164.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	A Boards - Enforcement Costs	A Boards - Enforcement Costs				
CHE	MARKETS	A Boards - Enforcement Costs	Removal costs	134.50	126.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	A Boards - Enforcement Costs	Storage cost per week	11.50	11.00	4.5%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	A Boards - Enforcement Costs	Disposal cost- per item	35.00	33.00	6.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	A Boards - Enforcement Costs	Return cost (collection only)	64.00	60.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	A Boards - Enforcement Costs	Total cost if not collected within 14 days	239.00	224.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	PAVEMENT LICENCES	PAVEMENT LICENCES				
CHE	MARKETS	Pavement Licence Fees	Pavement licence fee	500.00	500.00	0.0%	As per Business and planning Act 2020 we cannot exceed the fees for Pavement licence applications.
CHE	MARKETS	Pavement Licence Fees	Renewal fee	350.00	350.00	0.0%	As per Business and planning Act 2020 we cannot exceed the fees for Pavement licence applications.
CHE	MARKETS	STREET MARKETS	STREET MARKETS				
CHE	MARKETS	Permanent Traders	Permanent Traders				
CHE	MARKETS	Broadway Market	Broadway Market				
CHE	MARKETS	Broadway Market	Sunday (only) - non fruit and vegetables/ street food	58.50	55.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Broadway Market	Sunday (only) - fruit and vegetable/ street food	64.00	60.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Temporary Traders	Temporary Traders				
CHE	MARKETS	Broadway Market	Broadway Market				
CHE	MARKETS	Broadway Market	Sunday (only) non fruit and vegetables/ street food	64.00	60.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Broadway Market	Sunday (only) - fruit and vegetable / street food	70.50	66.00	6.8%	CPI increase rounded up to the nearest 50p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	MARKETS	STREET MARKETS	STREET MARKETS				
CHE	MARKETS	Permanent Traders	Permanent Traders				
CHE	MARKETS	Ridley Road Market	Ridley Road Market				
CHE	MARKETS	Ridley Road Market	Monday - Saturday (fee per week) - Food Court	154.50	145.00	6.6%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	STREET MARKETS	STREET MARKETS				
CHE	MARKETS	Ridley Road Variable Charges for Temporary Traders	Ridley Road Variable Charges for Temporary Traders				
CHE	MARKETS	Ridley Road Market	Ridley Road Market				
CHE	MARKETS	Food Court	Monday to Thursday (fee per day) - Food Court	25.50	24.00	6.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Food Court	Friday or Saturday (fee per day) - Food Court	50.00	47.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	SHOP FRONTS	SHOP FRONTS				
CHE	MARKETS	Permanent Licence Holder	Permanent Licence Holder				
CHE	MARKETS	Permanent Licence Holder	First application fee (paper/email only)	175.00	164.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Permanent Licence Holder	Renewal fee with no variation (paper/email only)	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Temporary Licence Holder	Temporary Licence Holder				
CHE	MARKETS	Temporary Licence Holder	First application fee (paper/email only)	175.00	164.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Temporary Licence Holder	Renewal fee with no variation (paper/email only)	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Market and Street Trading Administration Fees				
CHE	MARKETS	Market and Street Trading Administration Fees	New market temporary licence application or renewal fee (paper/email only)	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	New market permanent licence application or renewal fee (paper/email only)	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Storage Container Hire	Storage Container Hire				
CHE	MARKETS	Storage Container Hire	Hoxton Street Market - 5ft- monthly fee	43.50	41.00	6.1%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Ridley Road Indoor Market	Ridley Road Indoor Market				
CHE	MARKETS	Retail Units (Non Food)	Fee per m2	23.00	23.00	0.0%	We are not increasing the fees for the indoor market as we have committed to no increases for the 2 years following the opening the refurbished indoor market
CHE	MARKETS	Retail Units (Food)	Fee per m2	25.00	25.00	0.0%	We are not increasing the fees for the indoor market as we have committed to no increases for the 2 years following the opening the refurbished indoor market
CHE	MARKETS	Storage Container Hire (Standard)	Fee per m2	10.00	10.00	0.0%	We are not increasing the fees for the indoor market as we have committed to no increases for the 2 years following the opening the refurbished indoor market
CHE	MARKETS	Storage Container Hire (Cold)	Fee per m2	20.00	20.00	0.0%	We are not increasing the fees for the indoor market as we have committed to no increases for the 2 years following the opening the refurbished indoor market
CHE	MARKETS	Storage Container Hire (Freezer)	Fee per m2	25.00	25.00	0.0%	We are not increasing the fees for the indoor market as we have committed to no increases for the 2 years following the opening the refurbished indoor market
CHE	MARKETS	Market and Street Trading Administration Fees	Market and Street Trading Administration Fees				
CHE	MARKETS	Market and Street Trading Administration Fees	Late invoice payment letter / reminder	18.00	17.00	5.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Register an Assistant	26.50	25.00	6.0%	CPI increase rounded up to the nearest 50p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	MARKETS	Miscellaneous single event fee					
CHE	MARKETS	Miscellaneous single event fee	Event in designated market/ site (Existing traders)	59.00	55.00	7.3%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Miscellaneous single event fee	Event in designated market/ site (New traders)	58.50	55.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS						
CHE	MARKETS	Clifton Street Market	Mon to Fri (Non Food)	50.00	47.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Clifton Street Market	Mon to Fri (Food/Fruit & Veg)	53.50	50.00	7.0%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Market and Street Trading Administration Fees	Late renewal application submission	26.50	25.00	6.0%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Gazebo Hire	Gazebo Hire	18.00	17.00	5.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Weekend fee per m2 - Permanent	104.50	98.00	6.6%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Renewal fee with licence variation (paper / email) - Permanent	175.00	164.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Licence variation fee (online) - Permanent	58.50	55.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Licence Variation fee (paper / email) - Permanent	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Late renewal application submission - Permanent	26.50	25.00	6.0%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Late night licence (under review) - Permanent	0.00	0.00		
CHE	MARKETS	Shop Fronts	Monthly seasonal licences (i.e. Christmas tree sales)	524.00	491.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Weekly seasonal licences (i.e. Christmas tree sales)	192.00	180.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Weekend Fee per m2 (Sat / Sun) - Temp	114.00	107.00	6.5%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Renewal fee with licence variation (paper / email) - Temp	175.00	164.00	6.7%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Licence variation fee (online) - Temp	58.50	55.00	6.4%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Licence Variation fee (paper / email) - Temp	116.50	109.00	6.9%	CPI increase rounded up to the nearest 50p
CHE	MARKETS	Shop Fronts	Late renewal application submission - Temp	26.50	25.00	6.0%	CPI increase rounded up to the nearest 50p
CHE	PARKING	PARKING	PARKING				
CHE	PARKING	Pay and display machine	Mobile phone parking charge - transaction fee	0.20	0.10	100.0%	Level of fee set in contract with cashless parking provider
CHE	PARKING	Pay and display machine	Mobile phone charge - optional reminder message fee	0.20	0.10	100.0%	Level of fee set in contract with cashless parking provider
CHE	PARKING	Motorbikes and mopeds					
CHE	PARKING	Parking	Motorbikes and mopeds (under all permits) aligned to existing permit types full price charging structure.	Various	Various		As per Motorcycle parking review Cabinet paper February 2021
CHE	PARKING	All zone parking permits	Based on CO2 emissions with a diesel surcharge				
CHE	PARKING	All zone parking permit - 12 months	No local CO2 emissions	1,389.00	1,302.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	All zone parking permits - 12 months	CO2 emissions (up to 120 g/km)				
CHE	PARKING	All zone parking permit - 12 months	All other vehicles	1,886.00	1,767.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	All zone parking permit - 12 months	Diesel powered vehicles	2,386.00	2,067.50	15.4%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	PARKING	All zone parking permits - 12 months	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)				
CHE	PARKING	All zone parking permit - 12 months	All other vehicles	2,381.00	2,231.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	All zone parking permit - 12 months	Diesel powered vehicles	2,881.00	2,531.50	13.8%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	PARKING	All zone parking permits - 12 months	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)				
CHE	PARKING	All zone parking permit - 12 months	All other vehicles	2,877.50	2,697.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	All zone parking permit - 12 months	Diesel powered vehicles	3,377.50	2,997.00	12.7%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	All zone parking permits - 12 months	CO2 emissions (226 g/km +) or engines (2001cc +)				
CHE	PARKING	All zone parking permit - 12 months	All other vehicles	3,560.00	3,336.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	All zone parking permit - 12 months	Diesel powered vehicles	4,060.00	3,636.50	11.6%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	PARKING	Doctors permit - standard rate for all other parking zones	Based on CO2 emissions with a diesel surcharge				
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	No local CO2 emissions	285.50	267.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	CO2 emissions (up to 120 g/km)				
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	All other vehicles	422.50	396.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	Diesel powered vehicles	672.50	596.00	12.8%	Diesel surcharge of £200 added to standard price, as per PEP 2022-27
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)				
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	All other vehicles	558.00	523.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	Diesel powered vehicles	808.00	723.00	11.8%	Diesel surcharge of £200 added to standard price, as per PEP 2022-27
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)				
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	All other vehicles	694.50	651.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	Diesel powered vehicles	944.50	851.00	11.0%	Diesel surcharge of £200 added to standard price, as per PEP 2022-27
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	CO2 emissions (226 g/km +) or engines (2001cc +)				
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	All other vehicles	831.50	779.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Doctors permit - 12 months standard rate for all other parking zones	Diesel powered vehicles	1,081.50	979.50	10.4%	Diesel surcharge of £200 added to standard price, as per PEP 2022-27
CHE	PARKING	Doctors permit A and B only	Based on CO2 emissions with a diesel surcharge				
CHE	PARKING	Doctors permit - 12 months zones A & B	No local CO2 emissions	546.00	511.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Doctors permit - 12 months zones A and B only	CO2 emissions (up to 120 g/km)				
CHE	PARKING	Doctors permit - 12 months zones A and B only	All other vehicles	682.50	639.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Doctors permit - 12 months zones A and B only	Diesel powered vehicles	932.50	839.50	11.1%	Diesel surcharge of £200 added to standard price, as per PEP 2022-27
CHE	PARKING	Doctors permit - 12 months zones A and B only	CO2 emissions (121-185 g/km) or smaller engines (under 1200cc)				
CHE	PARKING	Doctors permit - 12 months zones A and B only	All other vehicles	818.50	767.00	6.7%	CPI increase rounded to the nearest 50p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	PARKING	Doctors permit - 12 months zones A and B only	Diesel powered vehicles	1,068.50	967.00	10.5%	Diesel surcharge of £200 added to standard price, as per PEP 2022-27
CHE	PARKING	Doctors permit - 12 months zones A and B only	CO2 emissions (186-225g/km) or engines (1200cc - 2000cc)				
CHE	PARKING	Doctors permit - 12 months zones A and B only	All other vehicles	955.00	895.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Doctors permit - 12 months zones A and B only	Diesel powered vehicles	1,205.00	1,095.00	10.0%	Diesel surcharge of £200 added to standard price, as per PEP 2022-27
CHE	PARKING	Doctors permit - 12 months zones A and B only	CO2 emissions (226 g/km +) or engines (2001cc +)				
CHE	PARKING	Doctors permit - 12 months zones A and B only	All other vehicles	1,092.00	1,023.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Doctors permit - 12 months zones A and B only	Diesel powered vehicles	1,342.00	1,223.50	9.7%	Diesel surcharge of £200 added to standard price, as per PEP 2022-27
CHE	PARKING	Permit administration fees	Permit administration fees				
CHE	PARKING	Administration fee for refunds	Administration fee for refunds - on street all permit types	24.50	23.00	6.5%	CPI increase rounded to the nearest 50p
CHE	PARKING	Visitor vouchers	Visitor vouchers (price per book)				
CHE	PARKING	Visitor vouchers residents	Book of five one day vouchers, standard rate	26.50	25.00	6.0%	Price increased as per PEP 2022-27
CHE	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).	13.25	12.50	6.0%	Discounted at 50% of full book price
CHE	PARKING	Visitor vouchers residents	Book of 20 two hour vouchers, standard rate	42.50	40.00	6.3%	Price increased to £2 per 2hr voucher, as per PEP 2022-27
CHE	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).	21.25	20.00	6.3%	Discounted at 50% of full book price
CHE	PARKING	Health and social care vouchers	Health and social care vouchers, book of five one day vouchers, standard rate	52.50	49.00	7.1%	CPI increase rounded to the nearest 50p
CHE	PARKING	All zone business vouchers	All zone business voucher (book of 10, each lasting one day)	279.00	261.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Film vouchers	Film voucher - one day	38.50	36.00	6.9%	CPI increase rounded to the nearest 50p
CHE	PARKING	Bay suspensions	Bay suspensions				
CHE	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).	41.00	38.50	6.5%	CPI increase rounded to the nearest 50p
CHE	PARKING	Bay suspensions	Administration fee - new and extended suspensions (one off fee)	93.50	87.50	6.9%	CPI increase rounded to the nearest 50p
CHE	PARKING	Bay suspensions	Suspensions daily fee for domestic removals (up to one day), highway maintenance, NHS, Hackney Housing and housing associations.	0.00	0.00		CPI increase rounded to the nearest 50p
CHE	PARKING	Bay suspensions	Unauthorised suspension or late notice fee (requests seven days or less from suspension start date - in addition to administration fee)	150.00	150.00	0.0%	No Change
CHE	PARKING	Dispensations - removals, extended deliveries, works or parking in a suspended bay	Dispensations - removals, extended deliveries, works or parking in a suspended bay				
CHE	PARKING	Dispensations	Dispensation charge per 5m car space per day	24.50	23.00	6.5%	CPI increase rounded to the nearest 50p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	PARKING	Dispensations	Dispensation - wedding (two free dispensations valid on one day only)	Free	Free		As per policy in PEP 2022-27, and previous iterations
CHE	PARKING	Dispensations	Dispensation - funeral (ten free dispensations valid on one day only)	Free	Free		As per policy in PEP 2022-27, and previous iterations
CHE	PARKING	Parking enforcement	Enforcement				
CHE	PARKING	Parking enforcement	Penalty Charge Notices (PCNs)	80.00 - 130.00	80.00 - 130.00		Charges set by external body
CHE	PARKING	Parking enforcement	Parking removal	200.00	200.00	0.0%	Charges set by external body
CHE	PARKING	Parking enforcement	Parking Removal Storage	40.00	40.00	0.0%	Charges set by external body
CHE	PARKING	Parking enforcement	Parking Removal Disposal	70.00	70.00	0.0%	Charges set by external body
CHE	PARKING	Parking enforcement	Hackney residents - abandoned vehicles removal and disposal only.	200.00	200.00	0.0%	No change
CHE	PARKING	Companion badge	Companion badge - up to three years and the blue badge expiry date				
CHE	PARKING	Companion badge - up to three years or the blue badge expiry date	Resident blue badge holders only	Free	Free		No change
CHE	PARKING	Car clubs dedicated bays					
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	Car club permit types based on CO2 emissions with a diesel surcharge				
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	No local CO2 emissions	744.00	697.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	CO2 emissions (up to 120 g/km)				
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	All other vehicles	1,116.50	1,046.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	Diesel powered vehicles	1,516.50	1,346.50	12.6%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	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)				
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	All other vehicles	1,488.50	1,395.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	Diesel powered vehicles	1,888.50	1,695.00	11.4%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	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)				
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	All other vehicles	1,860.50	1,743.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	Diesel powered vehicles	2,260.50	2,043.50	10.6%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	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 +)				
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	All other vehicles	2,232.50	2,092.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (standard bay based) - 12 months for parking zones A and B only	Diesel powered vehicles	2,632.50	2,392.50	10.0%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	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				
CHE	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	No local CO2 emissions	388.00	363.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	CO2 emissions (up to 120 g/km)				
CHE	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	All other vehicles	582.00	545.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	Diesel powered vehicles	982.00	845.50	16.1%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	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)				
CHE	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	All other vehicles	775.00	726.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	Diesel powered vehicles	1,175.00	1,026.50	14.5%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	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)				
CHE	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	All other vehicles	970.00	909.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	Diesel powered vehicles	1,370.00	1,209.00	13.3%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	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 +)				
CHE	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	All other vehicles	1,163.00	1,090.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (standard bay based) - 12 months for all other parking zones and no zone	Diesel powered vehicles	1,563.00	1,390.00	12.4%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Car club floating	Car club permit types based on CO2 emissions with a diesel surcharge				
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	No local CO2 emissions	806.00	755.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	CO2 emissions (up to 120 g/km)				
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	All other vehicles	1,613.00	1,511.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	Diesel powered vehicles	2,013.00	1,811.50	11.1%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	CO2 emissions (121 - 185 g/km) or smaller engines (under 1200cc)				
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	All other vehicles	2,015.50	1,889.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	Diesel powered vehicles	2,415.50	2,189.00	10.3%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	CO2 emissions (186 - 225g/km) or engines (1200cc - 2000cc)				
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	All other vehicles	2,419.00	2,267.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	Diesel powered vehicles	2,819.00	2,567.00	9.8%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	CO2 emissions (226 g/km +) or larger engines (2001cc +)				
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	All other vehicles	2,817.50	2,640.50	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Car club permit (floating) - 12 months borough-wide	Diesel powered vehicles	3,217.50	2,940.50	9.4%	Diesel surcharge of £300 added to standard price, as per PEP 2022-27
CHE	PARKING	Estate resident visitors voucher	Estate resident visitors voucher				
CHE	PARKING	Estate resident visitors voucher	Standard rate - including blue badge holders (one day, ten cards in a book)	12.00	8.00	50.0%	Price increased as per PEP 2022-27
CHE	PARKING	Estate resident visitors voucher	Discount rate for people 60 and over (one day, ten cards in a book)	6.00	4.00	50.0%	Discounted at 50% of full book price
CHE	PARKING	Delivery charges	Delivery charges				
CHE	PARKING	Delivery charges	Paper vouchers - postage and packaging per order	3.00	3.00	0.0%	No change - due to be implemented in 2023/24
CHE	PARKING	Delivery charges	Paper vouchers - delivery charge (other delivery methods)	Various	Various		No change - due to be implemented in 2023/24
CHE	PARKING	Dedicated bays	Borough wide - per permit/car space, 12 months (permit fee applies separately)				
CHE	PARKING	General disabled parking bays	General disabled parking bays	Free	Free		No change
CHE	PARKING	Dedicated parking bays	One off charge to implement a dedicated parking bay (all types other than a disabled person's bay)	2,115.00	1,982.00	6.7%	CPI increase rounded to the nearest 50p
CHE	PARKING	Parking Zones Amendments	Parking zone amendments - charged to developers requesting amendments as part of building works only and Parking Zone Implementations - private land only				
CHE	PARKING	Works costs	Traffic order costs (per scheme)	Various	Various		
CHE	PARKING	Works costs	Yellow line cost (per linear metre)	0.66	0.62	6.5%	CPI Increase
CHE	PARKING	Works costs	White line cost (per linear metre)	1.30	1.20	8.3%	CPI increase rounded to the nearest 10p

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Works costs	Traffic restriction refresh (per linear metre)	35.50	33.50	6.0%	CPI increase rounded to nearest 50p
CHE	PARKING	Works costs	Line removal per sq metre, Minimum charge 10m2	14.00	13.00	7.7%	CPI increase rounded to nearest 50p
CHE	PARKING	Works costs	4m post installation (per post)	183.50	172.00	6.7%	CPI increase rounded to nearest 50p
CHE	PARKING	Works costs	3m post installation (per post)	176.50	165.50	6.6%	CPI increase rounded to nearest 50p
CHE	PARKING	Works costs	Post removal (per post)	145.50	136.50	6.6%	CPI increase rounded to nearest 50p
CHE	PARKING	Works costs	Entry sign (per sign)	208.00	195.00	6.7%	CPI increase rounded to nearest 50p
CHE	PARKING	Works costs	All other sign (per sign)	30.00	28.00	7.1%	CPI increase rounded to nearest 50p
CHE	PARKING	Enforcement	Enforcement				
CHE	PARKING	Enforcement	Unwanted vehicles surrendered to Hackney by non-Hackney resident	34.50	34.50	0.0%	No Change
CHE	PARKING						
CHE	PARKING	Administration fees and charges	Estate parking permits refunds	13.00	12.00	8.3%	Staff wage increases inclusive of CPI increase rounded to the nearest 50p
CHE	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		No change
CHE	PARKING	Dedicated parking bay	Personalised disabled bays	Free	Free		No change
CHE	PARKING	Cycle hangar					
CHE	PARKING	Cycle hangar - Hackney on street resident	Price per space, per year	51.00	48.00	6.3%	CPI increase rounded to the nearest 50p
CHE	PARKING	Cycle hangar - Hackney estate resident	Price per space, per year	36.50	34.00	7.4%	CPI increase rounded to the nearest 50p
CHE	PARKING	Cycle hangar - non Hackney resident	Price per space, per year	242.00	227.00	6.6%	CPI increase rounded to the nearest 50p
CHE	PARKING	Cycle hangar - Key replacement	Fees to replace lost keys	30.50	28.50	7.0%	CPI increase rounded to the nearest 50p
CHE	PARKING	Cycle hangar - Key refund	Refund if the cycle hangar is no longer wanted and the key is returned	As paid when rental commenced	28.50		CPI increase rounded to the nearest 50p
CHE	PARKING	Debt recovery					
CHE	PARKING	Register a debt at County court	Fee to register a debt at TEC of County court.	9.00	9.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Enforcement agent - Compliance stage	Fees and charges for PCN enforcement action	75.00	75.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Enforcement agent - Enforcement stage	Fees and charges for PCN enforcement action	235.00	235.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Enforcement agent - Sale of goods stage	Fees and charges for PCN enforcement action	110.00	110.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Untaxed vehicles					
CHE	PARKING	Clamp	Untaxed vehicles	100.00	100.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Removal before 24 hours	Release fee- at roadside/offence location or from the vehicle pound within 24 hours of enforcement action	100.00	100.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Removal after 24 hours	Release fee- at roadside/offence location or from the vehicle pound within 24 hours of enforcement action	200.00	200.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Storage fee per complete day	Release fee- at roadside/offence location or from the vehicle pound within 24 hours of enforcement action	21.00	21.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Parking permits	Cumulative supplement for household vehicles or motorcycles that exceed permit allocation limits				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	PARKING	12 months	50% increase to normal permit price for that duration	25.00	Various		No change
CHE	PARKING	6 months	50% increase to normal permit price for that duration	12.50	Various		No change
CHE	PARKING	3 months	50% increase to normal permit price for that duration	6.25	Various		No change
CHE	PARKING	Dedicated bays	Borough wide - per permit/car space, 12 months (permit fee applies separately)				
CHE	PARKING	Registered disabled parking bays	Registered disabled parking bays	Free	Free		No change
CHE	PARKING	Enforcement	Borough wide - Abandoned vehicles				
CHE	PARKING	Abandoned vehicles	Fixed Penalty Notice (FPN) for abandoning motor vehicle	200.00	200.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Vehicle on road, upright and not substantially damaged or any two-wheeled vehicle whatever its condition or position on or off the road (Vehicle equal to or less than 3.5 tonnes MAM)	150.00	150.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Vehicle on road, upright and not substantially damaged or any two-wheeled vehicle whatever its condition or position on or off the road (Vehicle exceeding 3.5 tonnes MAM but equal to or less than 7.5 tonnes)	200.00	200.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Vehicle on road, upright and not substantially damaged or any two-wheeled vehicle whatever its condition or position on or off the road (Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 MAM)	350.00	350.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Vehicle on road, upright and not substantially damaged or any two-wheeled vehicle whatever its condition or position on or off the road (Vehicle exceeding 18 tonnes MAM)	350.00	350.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - A vehicle, excluding a two-wheeled vehicle, on-road but either not upright or substantially damaged or both (Vehicle equal to or less than 3.5 tonnes MAM)	250.00	250.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - A vehicle, excluding a two-wheeled vehicle, on-road but either not upright or substantially damaged or both (Vehicle exceeding 3.5 tonnes MAM but equal to or less than 7.5 tonnes)	650.00	650.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Unladen - A vehicle, excluding a two-wheeled vehicle, on-road but either not upright or substantially damaged or both (Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 MAM)	2,000.00	2,000.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Laden - A vehicle, excluding a two-wheeled vehicle, on-road but either not upright or substantially damaged or both (Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 MAM)	3,000.00	3,000.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Unladen - A vehicle, excluding a two-wheeled vehicle, on-road but either not upright or substantially damaged or both (Vehicle exceeding 18 tonnes MAM)	3,000.00	3,000.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Laden - A vehicle, excluding a two-wheeled vehicle, on-road but either not upright or substantially damaged or both (Vehicle exceeding 18 tonnes MAM)	4,500.00	4,500.00	0.0%	Statutory charge outside LBH control

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Abandoned vehicles	Removal Fee - A vehicle, excluding a two-wheeled vehicle, off-road, upright and not substantially damaged (Vehicle equal to or less than 3.5 tonnes MAM)	200.00	200.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - A vehicle, excluding a two-wheeled vehicle, off-road, upright and not substantially damaged (Vehicle exceeding 3.5 tonnes MAM but equal to or less than 7.5 tonnes)	400.00	400.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Unladen - A vehicle, excluding a two-wheeled vehicle, off-road, upright and not substantially damaged (Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 MAM)	1,000.00	1,000.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Laden - A vehicle, excluding a two-wheeled vehicle, off-road, upright and not substantially damaged (Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 MAM)	1,500.00	1,500.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Unladen - A vehicle, excluding a two-wheeled vehicle, off-road, upright and not substantially damaged (Vehicle exceeding 18 tonnes MAM)	1,500.00	1,500.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Laden - A vehicle, excluding a two-wheeled vehicle, off-road, upright and not substantially damaged (Vehicle exceeding 18 tonnes MAM)	2,000.00	2,000.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - A vehicle, excluding a two-wheeled vehicle, off-road but either not upright or substantially damaged or both (Vehicle equal to or less than 3.5 tonnes MAM)	300.00	300.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - A vehicle, excluding a two-wheeled vehicle, off-road but either not upright or substantially damaged or both (Vehicle exceeding 3.5 tonnes MAM but equal to or less than 7.5 tonnes)	850.00	850.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Unladen - A vehicle, excluding a two-wheeled vehicle, off-road but either not upright or substantially damaged or both (Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 MAM)	3,000.00	3,000.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Laden - A vehicle, excluding a two-wheeled vehicle, off-road but either not upright or substantially damaged or both (Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 MAM)	4,500.00	4,500.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Unladen - A vehicle, excluding a two-wheeled vehicle, off-road but either not upright or substantially damaged or both (Vehicle exceeding 18 tonnes MAM)	4,500.00	4,500.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Removal Fee - Laden - A vehicle, excluding a two-wheeled vehicle, off-road but either not upright or substantially damaged or both (Vehicle exceeding 18 tonnes MAM)	6,000.00	6,000.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Storage Fee - Two wheeled vehicle	10.00	10.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Storage Fee - Vehicle, not including a two wheeled vehicle, equal to or less than 3.5 tonnes MAM	20.00	20.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Storage Fee - Vehicle exceeding 3.5 tonnes MAM but equal to or less than 7.5 tonnes MAM	25.00	25.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Storage Fee - Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 MAM	30.00	30.00	0.0%	Statutory charge outside LBH control

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Abandoned vehicles	Storage Fee - Vehicle exceeding 18 tonnes MAM	35.00	35.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Disposal Fee - Two wheeled vehicle	50.00	50.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Disposal Fee - A vehicle, not including a two-wheeled vehicle, equal to or less than 3.5 tonnes MAM	75.00	75.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Disposal Fee - Vehicle exceeding 3.5 tonnes MAM but equal to or less than 7.5 tonnes MAM	100.00	100.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Disposal Fee - Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 MAM	125.00	125.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Abandoned vehicles	Disposal Fee - Vehicle exceeding 18 tonnes MAM	150.00	150.00	0.0%	Statutory charge outside LBH control
CHE	PARKING	Untaxed vehicles					
CHE	PARKING	Untaxed vehicles	Release fee - at roadside/offence location or from the vehicle pound within 24hours of enforcement action	TBC	100.00		Fee is set by third party. Will be updated when the contract gets updated later in the year.
CHE	PARKING	Untaxed vehicles	Release fee - when vehicle has been impounded and more than 24 hours have elapsed since enforcement action	TBC	200.00		Fee is set by third party. Will be updated when the contract gets updated later in the year.
CHE	PARKING	Untaxed vehicles	Surety fee - General car/Motorcycles/Special vehicles/Special concessionary vehicles. Refundable fee charged by the Council for the purpose of the person taxing their vehicle.	TBC	160.00		Fee is set by third party. Will be updated when the contract gets updated later in the year.
CHE	PARKING	Untaxed vehicles	Surety fee - Buses/recovery vehicles/light goods vehicles. Refundable fee charged by the Council for the purpose of the person taxing their vehicle.	TBC	330.00		Fee is set by third party. Will be updated when the contract gets updated later in the year.
CHE	PARKING	Untaxed vehicles	Surety fee - Vehicles used for exceptional loads/heavy goods vehicles. Refundable fee charged by the Council for the purpose of the person taxing their vehicle.	TBC	700.00		Fee is set by third party. Will be updated when the contract gets updated later in the year.
CHE	PARKING	Parking Zones amendments	Parking zone amendments - charged to developers requesting amendments as part of building works only and Parking Zone Implementations - private land only				
CHE	PARKING	Works costs.	White bay lettering (per letter)	16.50	15.40	7.1%	CPI rounded to nearest 10p
CHE	PARKING	Works costs	Yellow line cost (per linear metre)	0.66	0.62	6.5%	CPI Increase
CHE	PARKING	Works costs	White line cost (per linear metre)	1.28	1.20	6.7%	CPI Increase
CHE	PARKING						
CHE	PARKING	Zero emissions vehicles	Band 1	4.30	4.00	7.5%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Zero emissions vehicles	Band 2	3.30	3.00	10.0%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Zero emissions vehicles	Band 3	2.50	2.30	8.7%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Zero emissions vehicles	Around Homerton University Hospital	1.80	1.70	5.9%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Petrol vehicles registered from 2005	Pay by mobile and local payment point				
CHE	PARKING	Petrol vehicles registered from 2005	Band 1	5.30	5.00	6.0%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Petrol vehicles registered from 2005	Band 2	4.30	4.00	7.5%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Petrol vehicles registered from 2005	Band 3	3.50	3.30	6.1%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Petrol vehicles registered from 2005	Around Homerton University Hospital	2.30	2.20	4.5%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Diesel vehicles registered from 2015 (£1 per hour surcharge)	Pay by mobile and local payment point				
CHE	PARKING	Diesel vehicles registered from 2015 (£1 per hour surcharge)	Band 1	6.30	6.00	5.0%	Charging structure based on fuel-type per PEP 2022-27

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Diesel vehicles registered from 2015 (£1 per hour surcharge)	Band 2	5.30	5.00	6.0%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Diesel vehicles registered from 2015 (£1 per hour surcharge)	Band 3	4.50	4.30	4.7%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Diesel vehicles registered from 2015 (£1 per hour surcharge)	Around Homerton University Hospital	3.30	3.20	3.1%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	All other vehicles and payments at pay and display machines (£2 per hour surcharge)	Pay and display, pay by mobile and local payment point				
CHE	PARKING	All other vehicles and payments at pay and display machines (£2 per hour surcharge)	Band 1	7.30	7.00	4.3%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	All other vehicles and payments at pay and display machines (£2 per hour surcharge)	Band 2	6.30	6.00	5.0%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	All other vehicles and payments at pay and display machines (£2 per hour surcharge)	Band 3	5.50	5.30	3.8%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	All other vehicles and payments at pay and display machines (£2 per hour surcharge)	Around Homerton University Hospital	4.30	4.20	2.4%	Charging structure based on fuel-type per PEP 2022-27
CHE	PARKING	Resident permit	Based on CO2 emissions with a diesel surcharge. RDE2 compliant diesels exempt from surcharge				
CHE	PARKING	Resident permit - 12 months	0g/km				
CHE	PARKING	Resident permit - 12 months	All other vehicles	51.00	50	2.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	1-50g/km, 50cc or under*				
CHE	PARKING	Resident permit - 12 months	All other vehicles	69.00	67	3.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	319.00	267	19.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	51-75g/km, or 51 - 125cc*				
CHE	PARKING	Resident permit 12 months	All other vehicles	75.00	70	7.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	325.00	270	20.4%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	76-90g/km				
CHE	PARKING	Resident permit 12 months	All other vehicles	81.00	73	11.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	331.00	273	21.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	91-100g/km, or 126 - 400cc*				
CHE	PARKING	Resident permit 12 months	All other vehicles	87.00	76	14.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	337.00	276	22.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	101-110g/km				
CHE	PARKING	Resident permit 12 months	All other vehicles	92.00	78	17.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	342.00	278	23.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	111-130g/km, or 401 - 800cc*				
CHE	PARKING	Resident permit 12 months	All other vehicles	130.00	124	4.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	380.00	324	17.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	131-150g/km				
CHE	PARKING	Resident permit 12 months	All other vehicles	140.00	129	8.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	390.00	329	18.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	151-170g/km, or 801 - 1200cc*				
CHE	PARKING	Resident permit 12 months	All other vehicles	161.00	140	15.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	411.00	340	20.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	171-190g/km				
CHE	PARKING	Resident permit 12 months	All other vehicles	204.00	161	26.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	454.00	361	25.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	191-225g/km, or 1201cc- 2000cc*				
CHE	PARKING	Resident permit 12 months	All other vehicles	279.00	226	23.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	529.00	426	24.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	226-255g/km				
CHE	PARKING	Resident permit 12 months	All other vehicles	378.00	302	25.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	628.00	502	25.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit - 12 months	Over 256g/km or 2001cc*				
CHE	PARKING	Resident permit 12 months	All other vehicles	473.00	349	35.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 12 months	Diesel powered vehicles	723.00	549	31.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	Based on CO2 emissions with a diesel surcharge. RDE2 compliant diesels exempt from surcharge				
CHE	PARKING	Residents permits - 6 months	0g/km				
CHE	PARKING	Resident permit 6 months	All other vehicles	25.50	25	2.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	1-50g/km, 50cc or under*				
CHE	PARKING	Resident permit 6 months	All other vehicles	34.50	33.5	3.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	159.50	£133.50	19.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	51-75g/km, or 51 - 125cc*				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Resident permit 6 months	All other vehicles	37.50	35	7.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	162.50	£135.00	20.4%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	76-90g/km				
CHE	PARKING	Resident permit 6 months	All other vehicles	40.50	36.5	11.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	165.50	£136.50	21.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	91-100g/km, or 126 - 400cc*				
CHE	PARKING	Resident permit 6 months	All other vehicles	43.50	38	14.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	168.50	£138.00	22.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	101-110g/km				
CHE	PARKING	Resident permit 6 months	All other vehicles	46.00	39	17.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	171.00	£139.00	23.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	111-130g/km, or 401 - 800cc*				
CHE	PARKING	Resident permit 6 months	All other vehicles	65.00	62	4.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	190.00	£162.00	17.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	131-150g/km				
CHE	PARKING	Resident permit 6 months	All other vehicles	70.00	64.5	8.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	195.00	£164.50	18.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	151-170g/km, or 801 - 1200cc*				
CHE	PARKING	Resident permit 6 months	All other vehicles	80.50	70	15.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	205.50	170	20.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	171-190g/km				
CHE	PARKING	Resident permit 6 months	All other vehicles	102.00	80.5	26.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	227.00	180.5	25.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	191-225g/km, or 1201cc- 2000cc*				
CHE	PARKING	Resident permit 6 months	All other vehicles	139.50	113	23.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	264.50	213	24.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	226-255g/km				
CHE	PARKING	Resident permit 6 months	All other vehicles	189.00	151	25.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	314.00	251	25.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 6 months	Over 256g/km or 2001cc*				
CHE	PARKING	Resident permit 6 months	All other vehicles	236.50	174.5	35.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 6 months	Diesel powered vehicles	361.50	274.5	31.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	Based on CO2 emissions with a diesel surcharge. RDE2 compliant diesels exempt from surcharge				
CHE	PARKING	Residents permits - 3 months	0g/km				
CHE	PARKING	Resident permit 3 months	All other vehicles	13.00	12.5	4.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	1-50g/km, 50cc or under*				
CHE	PARKING	Resident permit 3 months	All other vehicles	17.50	16.75	4.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	80.00	£66.75	19.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	51-75g/km, or 51 - 125cc*				
CHE	PARKING	Resident permit 3 months	All other vehicles	19.00	17.5	8.6%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	81.50	£67.50	20.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	76-90g/km				
CHE	PARKING	Resident permit 3 months	All other vehicles	20.50	18.25	12.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	83.00	£68.25	21.6%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	91-100g/km, or 126 - 400cc*				
CHE	PARKING	Resident permit 3 months	All other vehicles	22.00	19	15.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	84.50	£69.00	22.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	101-110g/km				
CHE	PARKING	Resident permit 3 months	All other vehicles	23.00	19.5	17.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	85.50	£69.50	23.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	111-130g/km, or 401 - 800cc*				
CHE	PARKING	Resident permit 3 months	All other vehicles	32.50	31	4.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	95.00	£81.00	17.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	131-150g/km				
CHE	PARKING	Resident permit 3 months	All other vehicles	35.00	32.25	8.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	97.50	£82.25	18.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	151-170g/km, or 801 - 1200cc*				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Resident permit 3 months	All other vehicles	40.50	35	15.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	103.00	£85.00	21.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	171-190g/km				
CHE	PARKING	Resident permit 3 months	All other vehicles	51.00	40.25	26.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	113.50	£90.25	25.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	191-225g/km, or 1201cc- 2000cc*				
CHE	PARKING	Resident permit 3 months	All other vehicles	70.00	56.5	23.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	132.50	£106.50	24.4%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	226-255g/km				
CHE	PARKING	Resident permit 3 months	All other vehicles	94.50	75.5	25.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	157.00	£125.50	25.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Residents permits - 3 months	Over 256g/km or 2001cc*				
CHE	PARKING	Resident permit 3 months	All other vehicles	118.50	87.25	35.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Resident permit 3 months	Diesel powered vehicles	181.00	£137.25	31.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit	Based on CO2 emissions with a diesel surcharge. RDE2 compliant diesels exempt from surcharge				
CHE	PARKING	Estate resident permit - 12 months	0g/km				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	44.00	42	4.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	1-50g/km, 50cc or under*				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	51.00	46	10.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	165.00	103	60.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	51-75g/km, or 51 - 125cc*				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	55.00	48	14.6%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	169.00	105	61.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	76-90g/km				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	59.00	50	18.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	174.00	107	62.6%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	91-100g/km, or 126 - 400cc*				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	64.00	52	23.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	178.00	109	63.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	101-110g/km				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	68.00	54	25.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	182.00	111	64.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	111-130g/km, or 401 - 800cc*				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	71.00	56	26.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	185.00	113	63.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	131-150g/km				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	78.00	59	32.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	193.00	117	65.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	151-170g/km, or 801 - 1200cc*				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	93.00	67	38.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	208.00	124	67.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	171-190g/km				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	123.00	82	50.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	237.00	139	70.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	191-225g/km, or 1201cc- 2000cc*				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	153.00	97	57.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	267.00	154	73.4%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	226-255g/km				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	197.00	119	65.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	312.00	176	77.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit - 12 months	Over 256g/km or 2001cc*				
CHE	PARKING	Estate resident permit 12 months	All other vehicles	272.00	156	74.4%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Estate resident permit 12 months	Diesel powered vehicles	386.00	213	81.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Car-sharing permit					
CHE	PARKING	Car-sharing permit	Based on CO2 emissions with a diesel surcharge. RDE2 compliant diesels exempt from surcharge				
CHE	PARKING	Resident and estate resident permits	One permit per vehicle. Permit covers two parking zones. A permit fee will be applied to each zone.	Various	Various		New fee structure for PEP 2022-27 approved at Cabinet in October 2022.
CHE	PARKING	Permit discounts					

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	PARKING	Motorcycle permits					
CHE	PARKING	Resident, estate resident and business motorcycle permits.	Motorcycles, scooters and other powered two wheelers - year 1 discount on permit price	0.50	100%	-50.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022.
CHE	PARKING	Additional vehicle surcharge					
CHE	PARKING	Resident and estate resident permits	Resident and estate resident permits	50.00	£50	0.0%	This is discounted for year 1 as set-out in the PEP 2022-27.
CHE	PARKING	Resident and estate resident permits	Additional vehicle surcharge - year 1 discount (applies to all permits in households where more than one permit is registered to the same address)	1.00	100%	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022.
CHE	PARKING	Resident visitor vouchers					
CHE	PARKING	1 day on-street resident visitor voucher	Number of voucher books (all types) bought per household per year		Price per voucher		
CHE	PARKING	1 day on-street resident visitor voucher	1 - 10 books	5.50	5.00	10.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	1 day on-street resident visitor voucher	11 - 20 books	7.50	7.00	7.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	1 day on-street resident visitor voucher	21 - 30 books	10.50	10.00	5.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	1 day on-street resident visitor voucher	31 - 40 books	15.00	14.00	7.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	1 day on-street resident visitor voucher	Discount on standard rate, available to customers aged 60 and over, or blue badge holders (only applicable to the first 24 books bought per household per year).	0.50	50%	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	2 hour on-street resident visitor voucher	Number of voucher books (all types) bought per household per year		Price per voucher		
CHE	PARKING	2 hour on-street resident visitor voucher	1 - 10 books	2.10	2.00	5.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	2 hour on-street resident visitor voucher	11 - 20 books	3.20	3.00	6.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	2 hour on-street resident visitor voucher	21 - 30 books	4.30	4.00	7.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	2 hour on-street resident visitor voucher	31 - 40 books	5.30	5.00	6.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	2 hour on-street resident visitor voucher	Discount on standard rate, available to customers aged 60 and over, or blue badge holders (only applicable to the first 24 books bought per household per year).	0.50	50%	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Market trader permit					
CHE	PARKING	Market trader permit - 1 day	All vehicles	5.30	5	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Doctor's permit	Based on CO2 emissions with a diesel surcharge. RDE2 compliant diesels exempt from surcharge.				
CHE	PARKING	Community support permit	Based on CO2 emissions with a diesel surcharge. RDE2 compliant diesels exempt from surcharge.				
CHE	PARKING	Community support permit - 12 months	0g/km				
CHE	PARKING	Community support permit 12 months	All other vehicles	51.00	50.00	2.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	1-50g/km, 50cc or under*				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Community support permit 12 months	All other vehicles	128.00	128.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	378.00	328.00	15.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	51-75g/km, or 51 - 125cc*				
CHE	PARKING	Community support permit 12 months	All other vehicles	143.00	135.00	5.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	393.00	335.00	17.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	76-90g/km				
CHE	PARKING	Community support permit 12 months	All other vehicles	148.00	138.00	7.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	398.00	338.00	17.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	91-100g/km, or 126 - 400cc*				
CHE	PARKING	Community support permit 12 months	All other vehicles	157.00	143.00	9.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	407.00	343.00	18.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	101-110g/km				
CHE	PARKING	Community support permit 12 months	All other vehicles	172.00	150.00	14.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	422.00	350.00	20.6%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	111-130g/km, or 401 - 800cc*				
CHE	PARKING	Community support permit 12 months	All other vehicles	276.00	277.00	-0.4%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	526.00	477.00	10.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	131-150g/km				
CHE	PARKING	Community support permit 12 months	All other vehicles	304.00	291.00	4.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	554.00	491.00	12.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	151-170g/km, or 801 - 1200cc*				
CHE	PARKING	Community support permit 12 months	All other vehicles	329.00	304.00	8.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	579.00	504.00	14.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	171-190g/km				
CHE	PARKING	Community support permit 12 months	All other vehicles	382.00	330.00	15.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	632.00	530.00	19.2%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	191-225g/km, or 1201cc- 2000cc*				
CHE	PARKING	Community support permit 12 months	All other vehicles	474.00	409.00	15.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	724.00	609.00	18.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	226-255g/km				
CHE	PARKING	Community support permit 12 months	All other vehicles	621.00	536.00	15.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	871.00	736.00	18.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit - 12 months	Over 256g/km or 2001cc*				
CHE	PARKING	Community support permit 12 months	All other vehicles	750.00	600.00	25.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	Community support permit 12 months	Diesel powered vehicles	1,000.00	800.00	25.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022. The community support permit will replace the health and social care permit.
CHE	PARKING	All zone permit	Based on CO2 emissions with a diesel surcharge. RDE2 compliant diesels exempt from surcharge.				
CHE	PARKING	All zone permit - 12 months	0g/km				
CHE	PARKING	All zone permit 12 months	All other vehicles	1,150.00	1,166.00	-1.4%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	1-50g/km, 50cc or under*				
CHE	PARKING	All zone permit 12 months	All other vehicles	1,423.00	1,514.00	-6.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	1,923.00	1,914.00	0.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	51-75g/km, or 51 - 125cc*				
CHE	PARKING	All zone permit 12 months	All other vehicles	1,436.00	1,521.00	-5.6%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	1,936.00	1,921.00	0.8%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	76-90g/km				
CHE	PARKING	All zone permit 12 months	All other vehicles	1,449.00	1,527.00	-5.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	1,949.00	1,927.00	1.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	91-100g/km, or 126 - 400cc*				
CHE	PARKING	All zone permit 12 months	All other vehicles	1,469.00	1,537.00	-4.4%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	1,969.00	1,937.00	1.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	101-110g/km				
CHE	PARKING	All zone permit 12 months	All other vehicles	1,502.00	1,554.00	-3.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	2,002.00	1,954.00	2.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	111-130g/km, or 401 - 800cc*				
CHE	PARKING	All zone permit 12 months	All other vehicles	1,787.00	1,907.00	-6.3%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	2,287.00	2,307.00	-0.9%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	131-150g/km				
CHE	PARKING	All zone permit 12 months	All other vehicles	1,847.00	1,937.00	-4.6%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	2,347.00	2,337.00	0.4%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	151-170g/km, or 801 - 1200cc*				
CHE	PARKING	All zone permit 12 months	All other vehicles	1,905.00	1,966.00	-3.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	2,405.00	2,366.00	1.6%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	171-190g/km				
CHE	PARKING	All zone permit 12 months	All other vehicles	2,024.00	2,026.00	-0.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	2,524.00	2,426.00	4.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	191-225g/km, or 1201cc- 2000cc*				
CHE	PARKING	All zone permit 12 months	All other vehicles	2,396.00	2,423.00	-1.1%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	2,896.00	2,823.00	2.6%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	226-255g/km				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	PARKING	All zone permit 12 months	All other vehicles	2,929.00	2,980.00	-1.7%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	3,429.00	3,380.00	1.4%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit - 12 months	Over 256g/km or 2001cc*				
CHE	PARKING	All zone permit 12 months	All other vehicles	3,218.00	3,124.00	3.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	All zone permit 12 months	Diesel powered vehicles	3,718.00	3,524.00	5.5%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit	Based on CO2 emissions with a diesel surcharge. RDE2 compliant diesels exempt from surcharge.				
CHE	PARKING	Internal all zone permit - 12 months	0g/km				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	50.00	50.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	1-50g/km, 50cc or under*				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	250.00	250.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	650.00	650.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	51-75g/km, or 51 - 125cc*				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	361.00	361.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	761.00	761.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	76-90g/km				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	405.00	405.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	805.00	805.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	91-100g/km, or 126 - 400cc*				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	472.00	472.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	872.00	872.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	101-110g/km				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	583.00	583.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	983.00	983.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	111-130g/km, or 401 - 800cc*				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	693.00	693.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	1,093.00	1,093.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	131-150g/km				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	897.00	897.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	1,297.00	1,297.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	151-170g/km, or 801 - 1200cc*				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	1,092.00	1,092.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	1,492.00	1,492.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	171-190g/km				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	1,496.00	1,496.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	1,896.00	1,896.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	191-225g/km, or 1201cc- 2000cc*				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	1,895.00	1,895.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	2,295.00	2,295.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	226-255g/km				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	2,520.00	2,520.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	2,920.00	2,920.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit - 12 months	Over 256g/km or 2001cc*				
CHE	PARKING	Internal all zone permit 12 months	All other vehicles	3,500.00	3,500.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Internal all zone permit 12 months	Diesel powered vehicles	3,900.00	3,900.00	0.0%	New fee structure for PEP 2022-27 approved at Cabinet in October 2022
CHE	PARKING	Bay suspensions	Bay suspensions				
CHE	PARKING	Bay suspensions	Fee for unauthorised use of parking spaces by third parties	500.00	500.00	0.0%	No Change
CHE	PRIVATE SECTOR HOUSING	PRIVATE SECTOR HOUSING	PRIVATE SECTOR HOUSING				
CHE	PRIVATE SECTOR HOUSING	Licensing of Houses in multiple occupation	Licensing of Houses in multiple occupation				
CHE	PRIVATE SECTOR HOUSING	Licensing of Houses in multiple occupation	Basic Fee per HMO	950.00	1,045.00	-9.1%	
CHE	PRIVATE SECTOR HOUSING	Licensing of Houses in multiple occupation	Basic Fee Accredited Landlords	875.00	962.50	-9.1%	
CHE	PRIVATE SECTOR HOUSING	Licensing of Houses in multiple occupation	Renewal of existing Licence	as per basic fee	as per basic fee		
CHE	PRIVATE SECTOR HOUSING	Selective License	Selective License				
CHE	PRIVATE SECTOR HOUSING	Selective License	Basic Fee per dwelling	500.00	500.00	0.0%	
CHE	PRIVATE SECTOR HOUSING	Selective License	Basic Fee Accredited Landlords	425.00	425.00	0.0%	
CHE	PRIVATE SECTOR HOUSING	Selective License	Housing and Planning Act Civil Penalties - determined in accordance with policy agreed by Cabinet	upto £33,000	upto £33,000	0.0%	
CHE	PRIVATE SECTOR HOUSING	Work in Default	Work in Default				
CHE	PRIVATE SECTOR HOUSING	Work in Default	Supervising officers time (private Sector Housing Officer) per hour	74.69	70.00	6.7%	Increase to reflect increase in costs - payward impact circa 8%

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	PRIVATE SECTOR HOUSING	Work in Default	Supervising officers time (Head of service/Team manager) per hour	86.43	81.00	6.7%	
CHE	PRIVATE SECTOR HOUSING	Work in Default	Administration of contract	15% of principal contract exl VAT	15% of principal contract exl VAT		
CHE	PRIVATE SECTOR HOUSING	General	General				
CHE	PRIVATE SECTOR HOUSING	General	Photocopying - Officer time	48.02	45.00	6.7%	
CHE	PRIVATE SECTOR HOUSING	General	Photocopying - cost per side copied	0.21	0.20	6.7%	
CHE	PRIVATE SECTOR HOUSING	General	Land Registry search fee	4.80	4.50	6.7%	
CHE	STREETSCENE	STREETSCENE	STREETSCENE				
CHE	STREETSCENE	STREETSCENE	Inspections (Non-compliance/Defect)	120.00	120.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	STREETSCENE	Inspections (Sample)	50.00	50.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE		Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)				
CHE	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Application Fee for Major Activity Permit	105.00	105.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Issue of Major Activity Permit	240.00	240.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Issue of Standard Activity Permit	130.00	130.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Issue of Minor Activity Permit	65.00	65.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Issue of Immediate Activity Permit	60.00	60.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 0 - 2 Traffic Sensitive Streets)	Permit Variation	45.00	45.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)				
CHE	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Application Fee for Major Activity Permit	75.00	75.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Issue of Major Activity Permit	150.00	150.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Issue of Standard Activity Permit	75.00	75.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Issue of Minor Activity Permit	45.00	45.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Issue of Immediate Activity Permit	40.00	40.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic Management Act (Category 3 & 4 non Traffic Sensitive Streets)	Permit Variation	35.00	35.00	0.0%	Statutory fee set by DfT
CHE	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.				
CHE	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%	Statutory fee set by DfT
CHE	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%	Statutory fee set by DfT
CHE	STREETSCENE	Other street not in road category 2, 3 or 4.	Other street not in road category 2, 3 or 4.				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	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%	Statutory fee set by DfT
CHE	STREETSCENE	Other street not in road category 2, 3 or 4.	Amount (£) (each subsequent day)	2,500.00	2,500.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic-sensitive street or protected street in road category 2.	Traffic-sensitive street or protected street in road category 2.				
CHE	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%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic-sensitive street or protected street in road category 2.	Amount (£) (each subsequent day)	8,000.00	8,000.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Other street in road category 2.	Other street in road category 2.				
CHE	STREETSCENE	Other street in road category 2.	Amount (£)(each of first three days)	2,000.00	2,000.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Other street in road category 2.	Amount (£) (each subsequent day)	2,000.00	2,000.00	0.0%	Statutory fee set by DfT
CHE	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.				
CHE	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%	Statutory fee set by DfT
CHE	STREETSCENE	Traffic-sensitive street or protected street in road category 3 or 4.	Amount (£) (each subsequent day)	750.00	750.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Other street in road category 3 or 4.	Other street in road category 3 or 4.				
CHE	STREETSCENE	Other street in road category 3 or 4.	Amount (£)(each of first three days)	250.00	250.00	0.0%	Statutory fee set by DfT
CHE	STREETSCENE	Other street in road category 3 or 4.	Amount (£) (each subsequent day)	250.00	250.00	0.0%	Statutory fee set by DfT
CHE	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.				
CHE	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%	Statutory fee set by DfT
CHE	STREETSCENE	Charges in relation to works outside the FOOTWAY during period of overrun.	Street in road category 2.	2,500.00	2,500.00	0.0%	Statutory fee set by DfT
CHE	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%	Statutory fee set by DfT
CHE	STREETSCENE	Road closures	Road closures (Permanent)				
CHE	STREETSCENE	Road closures	Permanent	7,500.00	7,500.00	0.0%	No Change
CHE	STREETSCENE	Road closures	Up to 18 months	7,500.00	7,500.00	0.0%	No Change
CHE	STREETSCENE	Road closures	Section 16A closure up to 3 days / free to community events	1,750.00	1,500.00	16.7%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Road closures	Filming Order / Notice	550.00	500.00	10.0%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Streetscene	Streetscene				
CHE	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		
CHE	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		
CHE	STREETSCENE	Streetscene	Land Searches	250.00	225.00	11.1%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Streetscene	Cross-overs (inspections)				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	STREETSCENE	Streetscene	Cross-overs Application (Non Refundable)	225.00	195.00	15.4%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Streetscene	Oversailing licence, temporary, renewable every 3 months	1,000.00	900.00	11.1%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Streetscene	Construction Logistics and Community Safety (CLOCS) and Construction Logistics Plan (CLP) monitoring	10,250.00	9,625.00	6.5%	CPI Increase rounded to nearest £10
CHE	STREETSCENE	Road Closures/Restrictions	Road Closures (temporary)				
CHE	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Section 14(1) Planned Carriageway Closure up to 5 Days	2,300.00	2,100.00	9.5%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Up to 1 month	2,750.00	2,500.00	10.0%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Up to 3 months	3,800.00	3,500.00	8.6%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Up to 6 months	5,500.00	5,000.00	10.0%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Up to 12 months	8,000.00	7,350.00	8.8%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Up to 18 months	11,000.00	9,975.00	10.3%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Section 14 (Temporary Traffic Restriction Orders	Section 14(2) - Unplanned/Emergency carriageway closures up to 5 Days	1,815.00	1,700.00	6.8%	CPI Increase rounded to nearest £5
CHE	STREETSCENE	Section 15 (Temporary Traffic Restriction Orders	Section 15 (Temporary Traffic Restriction Orders				
CHE	STREETSCENE	Highways	TTRO of over 18 month duration	22,000.00	20,000.00	10.0%	Statutory Increase
CHE	STREETSCENE	Highways	Section 16A closure up to 3 days / free to community events	1,750.00	1,500.00	16.7%	Statutory Increase
CHE	STREETSCENE	Highways	Filming Order / Notice	550.00	500.00	10.0%	Statutory Increase
CHE	STREETSCENE	Streetscene	Charge for preparation of estimates	300.00	300.00	0.0%	Statutory charge
CHE	STREETSCENE	Streetscene	Charge for provision of marking enforceable yellow lines	500.00	500.00	0.0%	Statutory charge
CHE	STREETSCENE	Streetscene	Charge for licence for crane operation (Section 171 of Highways Act 1980)	500.00	420.00	19.0%	Statutory Increase
CHE	STREETSCENE	STREETSCENE	Skip Licence (administration)				
CHE	STREETSCENE	STREETSCENE	Skip Licence charge per month	145.00	135.00	7.4%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	STREETSCENE	Materials Licence charge per month	180.00	165.00	9.1%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	STREETSCENE	Container small (including portaloos) - per month	300.00	265.00	13.2%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	STREETSCENE	Container large - per month	600.00	525.00	14.3%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	STREETSCENE	Highways Act inspection fee (initial non-refundable payment)	110.00	100.00	10.0%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	STREETSCENE	Third Party Inspection fees	68.00	68.00	0.0%	Statutory Charge
CHE	STREETSCENE	STREETSCENE	Temporary Crossovers - up to 3 months	335.00	315.00	6.3%	CPI Increase rounded to nearest £5
CHE	STREETSCENE	STREETSCENE	Temporary Crossovers - extension per month after initial 3 month period.	335.00	315.00	6.3%	CPI Increase rounded to nearest £5
CHE	STREETSCENE	STREETSCENE	NRSWA Section 50	1,100.00	1,000.00	10.0%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	STREETSCENE	Streetworks Administration	90.00	85.00	5.9%	CPI Increase rounded to nearest £5
CHE	STREETSCENE	STREETSCENE	TMA Fixed Penalty Notices Regulation 19 (paid after 29 days)	500.00	500.00	0.0%	Statutory Charge

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	STREETSCENE	STREETSCENE	TMA Fixed Penalty Notices Regulation 19 (paid before 29 days)	300.00	300.00	0.0%	Statutory Charge
CHE	STREETSCENE	STREETSCENE	TMA Fixed Penalty Notices Regulation 20 (paid after 29 days)	120.00	120.00	0.0%	Statutory Charge
CHE	STREETSCENE	STREETSCENE	TMA Fixed penalty Notices Regulation 20 (paid before 29 days)	80.00	80.00	0.0%	Statutory Charge
CHE	STREETSCENE	Network Team	Assessment of Construction Management (Logistics) Plans	300.00	271.00	10.7%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	Streetscene	Streetscene				
CHE	STREETSCENE	STREETSCENE	Oversailing licence, temporary up to 3 months	500.00	420.00	19.0%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	STREETSCENE	Oversailing licence, temporary 4 to 6 months	1,000.00	840.00	19.0%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	STREETSCENE	Oversailing licence - temporary 6 to 9 months	1,500.00	1,260.00	19.0%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	STREETSCENE	Oversailing licence - temporary more than 9 months	2,000.00	1,680.00	19.0%	Increased in excess of CPI to recover costs
CHE	STREETSCENE	STREETSCENE	Highways Licences				
CHE	STREETSCENE	STREETSCENE	Opening of the highway licence - up to 10sq.m (section 171 Highways Act 1980) - min deposit - £1500	585.00	550.00	6.4%	CPI Increase rounded to nearest £5
CHE	STREETSCENE	STREETSCENE	Opening of the highway licence - over 10sq.m (section 171 Highways Act 1980) - minimum deposit - £2500	585.00	550.00	6.4%	CPI Increase rounded to nearest £5
CHE	STREETSCENE	STREETSCENE	Hoarding Licence up to 10sq.m (Section 172 Highways Act 1980) - per month	285.00	265.00	7.5%	CPI Increase rounded to nearest £5
CHE	STREETSCENE	STREETSCENE	Hoarding Licence over 10sq.m (Section 172 Highways Act 1980) - per month	335.00	315.00	6.3%	CPI Increase rounded to nearest £5
CHE	STREETSCENE	STREETSCENE	Scaffold Licence up to 10sq.m (Section 172 Highways Act 1980) - per month	285.00	265.00	7.5%	CPI Increase rounded to nearest £5
CHE	STREETSCENE	STREETSCENE	Scaffold Licence over 10sq.m (Section 172 Highways Act 1980) - per month	335.00	315.00	6.3%	CPI Increase rounded to nearest £5
CHE	STREETSCENE	Road closures	Road closures (Permanent)				
CHE	STREETSCENE	Streetscene	Streetworks - Coring samples	325.00	325.00	0.0%	Held at 2023/24 levels as introduced part way through 2023/24
CHE	TRADING STANDARDS	TRADING STANDARDS	TRADING STANDARDS				
CHE	TRADING STANDARDS	Weights	Weights				
CHE	TRADING STANDARDS	Weights	Weights not exceeding 25kg	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Weights	Other weights (hourly rate)	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measures	Measures				
CHE	TRADING STANDARDS	Measures	Linear measures not exceeding 3m for each scale	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measures	Capacity measures without divisions	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measures	Cubic Ballast measures (other than brim measures)	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measures	Liquid capacity measures for making up and checking average quantity packages	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Templets	Templets				
CHE	TRADING STANDARDS	Templets	a) Per scale - first item	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Templets	b) Second and subsequent items	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Weighing Instruments	Weighing Instruments				
CHE	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	Instruments calibrated to weigh only in metric units				

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	a) Not exceeding 15kg	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	b) Between 15kg & 100kg	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	c) Between 100kg & 250kg	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Instruments calibrated to weigh only in metric units	d) Between 250kg & 1 tonne	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	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	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Intoxicating Liquor	Measuring Instruments for Intoxicating Liquor				
CHE	TRADING STANDARDS	Measuring Instruments for Intoxicating Liquor	Not exceeding 150ml	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Intoxicating Liquor	Other	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	Measuring Instruments for Liquid Fuel & Lubricants				
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	Container type (un-subdivided)	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	Other types - single outlets	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	1 meter tested	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	2 meters tested	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	3 meters tested	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	4 meters tested	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	5 meters tested	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	6 meters tested	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	7 meters tested	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Measuring Instruments for Liquid Fuel & Lubricants	8 meters tested	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	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				
CHE	TRADING STANDARDS	Road Tanker Fuel Measuring Equipment (>100 litres)	Road Tanker Fuel Measuring Equipment (>100 litres)				
CHE	TRADING STANDARDS	Road Tanker Fuel Measuring Equipment (>100 litres)	a) Initial dipstick	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Road Tanker Fuel Measuring Equipment (>100 litres)	b) Spare dipstick	87.00	80.91	7.5%	CPI - rounded to nearest £

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	TRADING STANDARDS	Road Tanker Fuel Measuring Equipment (>100 litres)	c) Replacement dipstick (including examination of compartment)	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Special Weighing & Measuring Equipment	Special Weighing & Measuring Equipment				
CHE	TRADING STANDARDS	Special Weighing & Measuring Equipment	Other equipment not mentioned above to be charged at the hourly rate shown				
CHE	TRADING STANDARDS	Administration	Administration				
CHE	TRADING STANDARDS	Administration	Searching, photocopying and sending requested documentation to business users	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Mail Forwarding	Mail Forwarding				
CHE	TRADING STANDARDS	Mail Forwarding	Registration Fee	161.00	150.00	7.3%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Food Condemnation	Food Condemnation				
CHE	TRADING STANDARDS	Food Condemnation	Minimum charge (average two hours)	206.00	192.94	6.8%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Food Condemnation	Hourly rate	103.00	96.47	6.8%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Factual Statement for Civil Proceedings following accident investigation					
CHE	TRADING STANDARDS	Factual Statement for Civil Proceedings following accident investigation	Factual Statement	103.00	96.47	6.8%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Factual Statement for Civil Proceedings following accident investigation	Voluntary Disclosure	155.00	145.09	6.8%	CPI - rounded to nearest £
CHE	TRADING STANDARDS	Factual Statement for Civil Proceedings following accident investigation	Searching, photocopying and sending requested documentation to business users	87.00	80.91	7.5%	CPI - rounded to nearest £
CHE	BUSINESS REGULATION	Consultation	Consultation				
CHE	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.	87.00	80.91	7.5%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	Basic Food Hygiene Training Course	Basic Food Hygiene Training Course				
CHE	BUSINESS REGULATION	Basic Food Hygiene Training Course	Course fees	77.00	71.50	7.7%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	Basic Food Hygiene Training Course	Re-sit examination	31.00	28.88	7.3%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	Basic Food Hygiene Training Course	Level 2 Course fees (Learning Trust)	62.00	57.81	7.2%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	Basic Food Hygiene Training Course	Level 2 Course (off site)	1,234.00	1,155.66	6.8%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	Basic Food Hygiene Training Course	Discounts 10 or more participants	10% of course fee	10% of course fee		
CHE	BUSINESS REGULATION	Basic Food Hygiene Training Course	Discounts - 5 or more participants	5% of course fee	5% of course fee		
CHE	BUSINESS REGULATION	Basic Food Hygiene Training Course	Refresher course	50.00	46.09	8.5%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	Supervising Food Safety in Catering	Supervising Food Safety in Catering				
CHE	BUSINESS REGULATION	Supervising Food Safety in Catering	Level 3 Course	432.00	404.58	6.8%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	Health and Safety Level 2	Health and Safety Level 2				
CHE	BUSINESS REGULATION	Course fees	Course fees				
CHE	BUSINESS REGULATION	Course fees	Primary Authority Partnership Agreements (Section 25 of the Regulatory Enforcement and Sanctions Act 2008)	87.00	80.91	7.5%	CPI rounded to the nearest £

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	BUSINESS REGULATION	Course fees	Business Compliance Consultancy Service	87.00	80.91	7.5%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	Administration	Administration				
CHE	BUSINESS REGULATION	Export Certification	Fee levied for administrative function to issue an export certificate (10 working day turnaround)	193.00	180.00	7.2%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	Export Certification	Fee levied for administrative function to issue an export certificate (max 2 working day turnaround)	267.00	250.00	6.8%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	Sound Level Certification Programme	This fee is levied on licensed premises that provide regulated entertainment	604.00	566.00	6.7%	CPI rounded to the nearest £
CHE	BUSINESS REGULATION	FOOD HYGIENE	FOOD HYGIENE				
CHE	BUSINESS REGULATION	Food Hygiene Rating Scheme	Re- Inspection of Business Premises	342.00	320.00	6.9%	CPI rounded to the nearest £
CHE	WASTE MANAGEMENT	WASTE MANAGEMENT	WASTE MANAGEMENT				
CHE	WASTE MANAGEMENT	Commercial Waste	Sack Collection	2.30	2.17	5.8%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Chamberlain Collection	16.25	15.24	6.6%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Paladin Collection	16.25	15.24	6.6%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Euro Collection	16.25	15.24	6.6%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	660L Collection	13.35	12.51	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	360L Collection	9.25	8.66	6.8%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	240L Collection	6.90	6.49	6.4%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Chamberlain Hire Charge	3.65	3.42	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Paladin Hire Charge	3.65	3.42	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Euro Hire Charge	3.65	3.42	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	660L Hire Charge	2.80	2.63	6.3%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	360L Hire Charge	1.20	1.14	4.9%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	240L Hire Charge	1.20	1.14	4.9%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	12 Cubic Yard Skip Collection	310.70	291.20	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	40 Cubic Yard Skip Collection	557.20	522.20	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	14 Cubic Yard Compactors Collection	575.85	539.69	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Hire of Compactor	30.85	28.90	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Hire of Skips	30.85	28.90	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Glass Recycling Euro Collection	8.65	8.13	6.5%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Glass Recycling 660L Collection	7.65	7.16	6.8%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Glass Recycling 240G Collection	3.80	3.55	7.0%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Glass recycling sack (per sack)	1.25	1.19	5.0%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Special Collections	88.05	82.50	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Cardboard recycling (Per Strap)	25.40	0.00		No Change
CHE	WASTE MANAGEMENT	Commercial Waste	Organic recycling (per sack)	1.25	1.19	5.0%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Co-mingled Sack collection	1.25	1.19	5.0%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Sack Collection (Collection Only)	1.30	1.20	8.4%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Chamberlain Collection (Collection Only)	8.70	8.13	7.1%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Paladin Collection (Collection Only)	8.70	8.13	7.1%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Euro Collection (Collection Only)	8.70	8.13	7.1%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	360L Collection (Collection Only)	5.05	4.74	6.5%	Inflationary increase to reflect increased operational costs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	WASTE MANAGEMENT	Commercial Waste	240L Collection (Collection Only).	3.80	3.55	7.0%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	12 Cubic Yard Skip Collection (Collection Only)	193.20	181.07	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	40 Cubic Yard of Skip Collection (Collection Only)	193.20	181.07	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	14 Cubic Yard Compactors (Collection Only)	193.20	181.07	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Cost per sack upon cancellation of contract	0.11	0.10	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Admin cost associated with cancellation of contract through non payment and resigning of contract	106.70	100.00	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	140L Hire Charge (Food Waste Service)	1.20	1.14	4.9%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Household Recycling 660	425.95	399.18	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Household Recycling 1100 (A)	402.85	377.54	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Household Recycling 1100 (B)	437.45	409.99	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Commercial Commingled Recycling 660	391.30	366.73	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Commercial Commingled Recycling 1100	402.85	377.54	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Commercial Glass Recycling 660	391.30	366.73	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Commercial Glass Recycling 1100	402.85	377.54	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Waste 660	386.60	362.33	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Commercial Waste	Waste 1100	398.15	373.14	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Bulky Waste removal (includes White Goods)	Bulky Waste removal (includes White Goods)				
CHE	WASTE MANAGEMENT	Bulky Waste removal (includes White Goods)	Special Bulky Waste collection	88.05	82.50	6.7%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Bulky Waste non-POP items removal (includes White Goods)	Bulky Waste Disposal for up to 5 items that don't have persistent organic compounds (A £21.35 fee will be charged for every subsequent 5 item requests made)	21.35	20.00	6.7%	Increased following no increase since introduction. Also new regulations require that we collect some items separately due to the presence of Persistent Organic Pollutants (POPs), and rather than people paying twice, the overall collection cost has been increased.
CHE	WASTE MANAGEMENT	Bulky Waste removal (includes White Goods)	Exemption for Residents in receipt of Housing Benefits	Free	Free		
CHE	WASTE MANAGEMENT	Clinical Waste (prices exclude VAT)	Clinical Waste (prices exclude VAT)				
CHE	WASTE MANAGEMENT	Clinical Waste (prices exclude VAT)	Sharps per burn bin up to 3ltr Bin	8.10	7.58	6.8%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Clinical Waste (prices exclude VAT)	Sharps per burn bin 4ltr to 12ltr	16.20	15.17	6.8%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Clinical Waste (prices exclude VAT)	Sharps per burn bin over 12ltr	24.25	22.75	6.6%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Bin Rental - Waste	Bin Rental - Waste				
CHE	WASTE MANAGEMENT	Bin Rental - Waste	Euro Hire Charge (Weekly Household Recycling)	2.45	2.28	7.6%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Bin Rental - Waste	660L Hire Charge (Weekly Household Recycling)	1.85	1.75	5.6%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	Bin Rental - Waste	500L Hire Charge (Weekly Household Recycling)	1.85	1.75	5.6%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	COMMERCIAL WASTE	Commercial Waste				
CHE	WASTE MANAGEMENT	COMMERCIAL WASTE	1280L Collection	18.35	17.22	6.6%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	COMMERCIAL WASTE	Glass Recycling 1280L Collection	10.10	9.46	6.8%	Inflationary increase to reflect increased operational costs
CHE	WASTE MANAGEMENT	COMMERCIAL WASTE	Co-Mingled 1280L Collection	10.10	9.46	6.8%	Inflationary increase to reflect increased operational costs
CHE	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				
CHE	WASTE MANAGEMENT	BIN WASHING HOUSEHOLD/COMMERCIAL	Single Wash 180 - 240 Litre Bin	6.95	6.50	6.9%	Prices amended following a benchmarking activity, to bring prices more in line with other providers of this type of service

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	WASTE MANAGEMENT	BIN WASHING HOUSEHOLD/COMMERCIAL	Single Wash 660 - 1280 Litre Bin (when three cleans are booked)	10.65	10.00	6.5%	Prices amended following a benchmarking activity, to bring prices more in line with other providers of this type of service
CHE	WASTE MANAGEMENT	Domestic Waste Collection	Admin & Delivery Fee - per bin lost, stolen, damaged and replacements	45.00	20.00	125.0%	
CHE	WASTE MANAGEMENT	COMMERCIAL WASTE	Commercial Waste				
CHE	WASTE MANAGEMENT	Commercial Waste	660L Collection (Collection Only)	8.25	7.74	6.6%	Inflationary increase to reflect increased operational costs - change of bin size.
CHE	WASTE MANAGEMENT	Commercial Waste	23L Food Waste Recycling Collection	3.95	3.70	6.7%	Commercial food waste recycling charges being introduced as the provision of a free service is no longer sustainable
CHE	WASTE MANAGEMENT	Commercial Waste	140L Food Waste Recycling Collection	4.75	4.47	6.3%	Commercial food waste recycling charges being introduced as the provision of a free service is no longer sustainable
CHE	WASTE MANAGEMENT	Commercial Waste	240L Food Waste Recycling Collection	5.45	5.13	6.3%	Commercial food waste recycling charges being introduced as the provision of a free service is no longer sustainable
CHE	WASTE MANAGEMENT	Commercial Waste	660L Food Waste Recycling Collection	12.90	12.08	6.8%	Commercial food waste recycling charges being introduced as the provision of a free service is no longer sustainable
CHE	WASTE MANAGEMENT	Bin Washing Household/Commercial	Single Wash 180 - 240 Litre Bin (when six cleans are booked)	6.40	6.00	6.7%	To enhance and expand the bin washing service
CHE	WASTE MANAGEMENT	Bin Washing Household/Commercial	Single Wash 180 - 240 Litre Bin (when 12 cleans are booked)	6.95	6.50	6.9%	To enhance and expand the bin washing service
CHE	WASTE MANAGEMENT	Bin Washing Household/Commercial	Single Wash 660 - 1280 Litre Bin (when six cleans are booked)	9.60	9.00	6.7%	To enhance and expand the bin washing service
CHE	WASTE MANAGEMENT	Bin Washing Household/Commercial	Single Wash 660 - 1280 Litre Bin (when 12 cleans are booked)	8.55	8.00	6.8%	To enhance and expand the bin washing service
CHE	WASTE MANAGEMENT	Bulky Waste removal (includes White Goods)	Bulky Waste Disposal for up to 5 items, unless soft seating where those items that have persistent organic compounds, and then a separate £40 charge applies (A £35 fee will be charged for every subsequent 5 item requests made)	42.70	40.00	6.8%	To enhance and expand the bulky waste collection service
CHE	HOUSING	Housing Management					
CHE	HOUSING	Tenant and Leasehold services	Parking Permits				Set by Parking Services
CHE	HOUSING	Tenant and Leasehold services	Parking Permits - Renewal				Set by Parking Services
CHE	HOUSING	Tenant and Leasehold services	Parking Permits - Visitor				Set by Parking Services
CHE	HOUSING	Tenant and Leasehold services	Copy Documents (Tenant Files)	12.00	11.24	6.8%	
CHE	HOUSING	Tenant and Leasehold services	Replacement Key Fobs	24.00	22.48	6.8%	
CHE	HOUSING	Tenant and Leasehold services	Carport	4.20	3.94	6.7%	
CHE	HOUSING	Tenant and Leasehold services	Garages above ground	22.20	20.79	6.8%	
CHE	HOUSING	Tenant and Leasehold services	Garages Underground	17.30	16.23	6.6%	
CHE	HOUSING	Tenant and Leasehold services	Parking Space (Uncovered)	2.50	2.37	5.7%	
CHE	HOUSING	Tenant and Leasehold services	Parking Space (Covered)	4.20	3.94	6.7%	
CHE	HOUSING	Hire of Community Halls Managed by Housing Services					
CHE	HOUSING	Tenant and Leasehold services	New Lettings (Private functions and non community linked events)	420.00	393.50	6.7%	
CHE	HOUSING	Tenant and Leasehold services	New Lettings (Private functions and non community linked events)	36.00	33.73	6.7%	
CHE	HOUSING	Tenant and Leasehold services	Community Bookings(community activities, provisions and functions)	240.00	224.86	6.7%	
CHE	HOUSING	Tenant and Leasehold services	Community Bookings(community activities, provisions and functions)	24.00	22.48	6.8%	

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/decrease	Comments
CHE	HOUSING	Tenant and Leasehold services	Housing Service Related meetings (e.g. TRA Meetings, councillor surgeries, police meetings)	0.00	0.00		
CHE	HOUSING	Tenant Charges					
CHE	HOUSING	Tenant and Leasehold services	Grounds Maintenance	2.15	2.15	0.0%	
CHE	HOUSING	Tenant and Leasehold services	Block Cleaning	6.11	6.11	0.0%	
CHE	HOUSING	Tenant and Leasehold services	Estate Cleaning	2.66	2.66	-0.2%	
CHE	HOUSING	Tenant and Leasehold services	Landlord lighting	3.25	2.75	18.2%	
CHE	HOUSING	Tenant and Leasehold services	CCTV monitoring	0.51	0.47	8.3%	
CHE	HOUSING	Tenant and Leasehold services	Concierge	32.00	30.61	4.5%	
CHE	HOUSING	Leaseholder Charges					
CHE	HOUSING	Tenant and Leasehold services	Processing applications to carry out alterations	£107 to £800	£100 to £750		no change
CHE	HOUSING	Tenant and Leasehold services	Providing pre-sale information packs and reply to further enquiries	£200 and £50 for further enquiries	200.00		no change
CHE	HOUSING	Tenant and Leasehold services	Providing mortgage packs and dealing with remortgage enquiries	£200 and £50 for further enquiries	£150-£400		no change
CHE	HOUSING	Tenant and Leasehold services	Registration of subletting	32.00	30.00		no change
CHE	HOUSING	Tenant and Leasehold services	Providing copies of lease/transfer agreement	32.00	30.00		no change
CHE	HOUSING	Tenant and Leasehold services	Advising on and processing requests to extend leases	£1400 Legal and £750 surveyor fees	£1500 or more		no change
CHE	HOUSING	Tenant and Leasehold services	Advising on and processing enfranchisement applications	£1400 Legal and £750 surveyor fees	£1500 or more		no change
CHE	HOUSING	Tenant and Leasehold services	Processing shared owners requests to staircase	0.00	£350 (LRTBS) £750 (Legal)		no change
CHE	HOUSING	Tenant and Leasehold services	External Wall Survey Report (EWS1) (charged by Resident Safety)	750.00			
CHE	ENVIRONMENTAL SERVICES	Pollution	Information from the councils records in relation to contaminated land	144.00	0.00		Previously listed under Planning
CHE	WASTE MANAGEMENT	Bulky Waste POP item removal	Bulky Waste Disposal for up to 5 items that have persistent organic compounds (A £20 fee will be charged for every subsequent 5 item requests made)	21.35	20.00	6.8%	Increased following no increase since introduction. Also new regulations require that we collect some items separately due to the presence of Persistent Organic Pollutants (POPs), and rather than people paying twice, the overall collection cost has been increased.
CHE	WASTE MANAGEMENT	Garden Waste Collection	Annual Subscription for Garden Waste Collection 1 x 140 litre bin	85.00			New Charge to deliver savings proposal approved by January Cabinet to be implemented 30th April 2024 - charge to be pro rata'd for 2024/25
CHE	WASTE MANAGEMENT	Garden Waste Collection	Annual Subscription for Garden Waste Collection 2 x 140 litre bins	127.00			New Charge to deliver savings proposal approved by January Cabinet to be implemented 30th April 2024 - charge to be pro rata'd for 2024/25
CHE	WASTE MANAGEMENT	Garden Waste Collection	Annual Subscription for Garden Waste Collection 2 x 90 litre bags	110.00			New Charge to deliver savings proposal approved by January Cabinet to be implemented 30th April 2024 - charge to be pro rata'd for 2024/25
CHE	WASTE MANAGEMENT	Garden Waste Collection	Annual Subscription for Garden Waste Collection 4 x 90 litre bags	165.00			New Charge to deliver savings proposal approved by January Cabinet to be implemented 30th April 2024 - charge to be pro rata'd for 2024/25
CHE	WASTE MANAGEMENT	Garden Waste Collection	Annual Subscription for Garden Waste Collection 1 x 140 litre bin and 2 x 90 litre bags	147.00			New Charge to deliver savings proposal approved by January Cabinet to be implemented 30th April 2024 - charge to be pro rata'd for 2024/25
CHE	WASTE MANAGEMENT	Garden Waste Collection	Admin & Delivery Fee - per bin lost, stolen, damaged and replacements	45.00			New Charge to deliver savings proposal approved by January Cabinet to be implemented 30th April 2024 - charge to be pro rata'd for 2024/25
CHE	WASTE MANAGEMENT	Garden Waste Collection	Admin & Delivery Fee - per reusable sack lost, stolen, damaged and replacements	15.00			New Charge to deliver savings proposal approved by January Cabinet to be implemented 30th April 2024 - charge to be pro rata'd for 2024/25
CHE	ENVIRONMENTAL SERVICES	Animal Warden Service (Out of Borough)	All services pertaining to collection, handling, kennelling, medical and rehoming fees	On quotation			Local authorities are struggling for kennel space, and provides an opportunity to offer this service to other boroughs

Fees & Charges 2024/25

Directorate	Section	Department	Description	2024/25 Fees & Charges £	2023/24 Fees & Charges £	% increase/de crease	Comments
CHE	LEISURE & GREEN SPACES	PARKS (sports facilities set by LBH)					
CHE	LEISURE & GREEN SPACES	PARKS	Tennis - Early Morning (Monday to Friday - Before 10 a.m. and Saturday / Sunday before 9 a.m.)	4.00	0.00		Fee to be introduced to capture the early morning users in the Parks Service
CHE	PARKING	Short stay parking charges					
CHE	PARKING	Zero emissions vehicles	Solo motorcycle bays only - year 1 discount of 97%	Various	Various		As per Motorcycle Cabinet paper approved in March 2023
CHE	PARKING	Petrol vehicles registered from 2005	Pay by mobile and local payment point				
CHE	PARKING	Petrol vehicles registered from 2005	Solo motorcycle bays only - year 1 discount of 93%	Various	Various		As per Motorcycle Cabinet paper approved in March 2023
CHE	PARKING	Diesel vehicles registered from 2015 (£1 per hour surcharge)	Pay by mobile and local payment point				
CHE	PARKING	Diesel vehicles registered from 2015	Solo motorcycle bays only - year 1 discount of 93%	Various	Various		As per Motorcycle Cabinet paper approved in March 2023
CHE	PARKING	All other vehicles (£2 per hour surcharge)	Pay and display, pay by mobile and local payment point				
CHE	PARKING	All other vehicles and payments at pay and display machines (£2 per hour surcharge)	Solo motorcycle bays only - year 1 discount of 93%	Various	Various		As per Motorcycle Cabinet paper approved in March 2023
CHE	Building Control	Building Control	Hourly rate to support the Building Safety Regulator (Health and Safety Executive) in the performance of its relevant functions under the Building Safety Act 2022	168.00	168.00	0.0%	Introduced October 2023
CHE	STREETSCENE	Streetscene	Crane Operation (additional week)	150.00	130.00	15.4%	

Referendum Calculation 2024/25

	2024/25	2023/24
Council Tax Requirement	£109.338m	£103.260m
Divided by Council Tax base	77,766.9	77,108.86
Band D Equivalent Council Tax	£1,405.97	£1,339.15
Increase in Band D Council Tax £	66.82	
Increase in Band D Council Tax %	4.99	
<p>Referendum thresholds for 2024-25 were published alongside the Local Government Finance Settlement on 5th February 2024. A local authority providing social care's council tax increase is deemed excessive if the authority's relevant basic amount of council tax for 2024-25 is 5% (comprising 2% for expenditure on adult social care, and 3% for other expenditure), or more than 5%, greater than its relevant basic amount of council tax for 2023-24.</p> <p>Hackney has ASC responsibilities and the budget proposals include an increase of 2% for ASC expenditure and 2.99% for all other expenditure and the proposed 4.99% total increase in the Hackney element of the Band D Council Tax for 2024/25 is within the set criteria of not being excessive as set above. The increase will therefore be considered by the Department for Levelling Up, Housing and Communities as not excessive and NOT requiring a referendum.</p>		

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Capital Strategy 2024/25 to 2026/27

1. Introduction and background

1.1 The Capital Strategy sets the policy framework for the development, management and monitoring of capital investment by the Council. The strategy focuses on the core principles that underpin decision making on the council's capital programme including how we will prioritise new capital expenditure; capital expenditure objectives; the key issues and risks that impact on the delivery of the capital programme; and the governance framework required to ensure the capital programme is delivered successfully and provides value for money for residents and businesses of Hackney.

1.2 The capital strategy should align with the priorities set out in the Council's Community Strategy, Strategic Plan and other key council strategies.

1.3 The Capital Strategy sets out:

- How the agreed capital programme will align and contribute to the delivery of the Council's Strategic Plan and its priorities, as well as other relevant Council strategies and priorities.
- An updated profile of the Borough's population, housing, employment and other features.
- An overview of the Council's existing capital programme 2023/24 - 2026/27 and what it will deliver.
- How additional capital investment over and above the existing capital programme will be prioritised.
- The funding strategy for the capital programme, presented to Cabinet as part of the overall budget.
- Details of the governance and delivery assurance framework in place to support the strategic planning and delivery of the capital programme

1.4 This capital strategy has been prepared with reference to CIPFA's Capital Strategy Guidance 2021 and whilst it seeks to follow good practice set out in that document it is recognised that there is more to be done to develop the strategy, further details on this are set out in section 15.

2. Policy framework & the local context

2.1 Hackney's Capital Strategy is an essential part of delivering on the vision for the borough set out in our [Community Strategy \(2018-2028\)](#) and [Strategic Plan \(2022-2026\)](#). The Council's aim is to make Hackney a fairer, safer and more sustainable place for everyone. The five themes of the Community Strategy are:

- A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth

- A borough where residents and local businesses fulfil their potential and everyone enjoys the benefits of increased local prosperity and contributes to community life
- A greener and environmentally sustainable community which is prepared for the future
- An open, cohesive, safer and supportive community
- A borough with healthy, active and independent residents.

2.2 The three Mayor's priorities of the Council Strategic Plan (2022) are set out below:

- **FOR A FAIRER, SAFER HACKNEY**
We will tackle inequality through poverty reduction, and anti-racism, providing more Council homes as we improve standards of our existing homes, and creating pathways into decent jobs. We will improve our customer services. We will create safe, vibrant, and successful town centres and neighbourhoods and foster strong, cohesive communities and a more inclusive economy.
- **FOR A GREENER, HEALTHIER HACKNEY**
We will continue to lead the way in the fight against climate change, working towards a net zero Hackney, with cleaner air, less motor traffic, and more liveable neighbourhoods. We will transform adult and children's social care, tackle physical and mental health inequalities and continue to support, value, and give voice to our older and disabled residents.
- **FOR EVERY CHILD IN HACKNEY**
We will work to ensure every child and young person in Hackney has the best start in life; shaping a more inclusive and high performing education system, maintaining our early years and youth services, keeping children safe and investing in their mental health and well being, providing access to outstanding play, culture, and sport, and opportunities; tackling child poverty, and supporting those families who need us most.

2.3 Other Council plans and strategies related to the Capital Strategy are:

- [Local Plan](#) and accompanying [Infrastructure Delivery Plan](#)
- [Housing Strategy](#)
- [The Climate Action Plan](#)
- [Inclusive Economy Strategy](#)
- [Hackney Central Town Centre Strategy](#)
- [Health and Wellbeing Strategy](#) (draft version)
- Economic Development Plan (in development)
- [Housing Asset Management Strategy](#) (2019-2027)
- Strategic (Corporate Estate) Asset Management plan (in development).

2.4 Our Capital Strategy has a key role to play in delivering the aims of the Community Strategy and the Strategic Plan in the context of the other key documents listed above. By providing a clear and considered approach to the Council's capital

investment, the Council has a framework, set out in the Capital Strategy, to invest to deliver against the objectives of the organisation.

- 2.5 The Council's growth strategy is set in the borough's Local Plan (2020). The Local Plan states that based on the rate of growth at the time of preparing the Local Plan, Hackney's population will reach around 320,000 by 2033, a growth of 13% above the 2020 figure of 280,900. This population growth will result in a need for more homes, jobs, services, and community facilities such as SEND school places and health care. The Local Plan, supported by an Infrastructure Delivery Plan, sets out a framework to support this population growth by providing 26,250 new homes and at least 23,000 new jobs by 2033. Although the latest census figures were below those projected, there was still a projected population increase of 5.3% (ONS June 2022) and there remains a requirement for significantly more homes to deal with the housing affordability crisis.
- 2.6 The majority of growth is planned in the borough's town centres and high streets due to the fact these areas have excellent public transport connections and existing services and facilities, and therefore offer the most sustainable development opportunities. The key growth areas in the Local Plan are Hackney Central, Dalston, Shoreditch and Hoxton, Woodberry Down, Hackney Wick and Clapton.
- 2.7 The Council's Capital Strategy prioritises inclusive growth and development in the key growth and regeneration areas of Hackney Central, Dalston, Woodberry Down, Shoreditch and Hoxton, Hackney Wick and Clapton. By investing in, and making better use of, Council land and assets in these locations, the Council will seek to meet the needs of a growing population and address the lack of affordable homes and workspace, deliver improved town centres, homes, jobs, commercial space, and community facilities, whilst at the same time realising the financial benefits to the whole borough of a targeted and coordinated approach to investment in specific places.
- 2.8 In addition to the key growth areas set out above, the Council will consider the current and future needs of our communities and neighbourhoods and prioritise, where affordable, investment in Council assets and buildings strategically across the borough that will unlock the most benefits for Hackney and our residents and demonstrate a financially sound case for capital investment. Via our Asset Management Plans we will consider further investment in Council owned land and buildings that are underused or in need of improvement.
- 2.9 The capital strategy will also play an active role in delivering on the Council's commitment to reach net zero emissions by 2040, set out in the Climate Action Plan, and build a borough with cleaner air, healthier lives and better neighbourhoods for all of our residents and businesses. It will do this by taking a targeted approach to growth and development as set out above and by ensuring that any new development meets the highest possible environmental standards and actively contributes to the delivery of the net zero commitment. The Council will ensure the need to achieve our net zero target is factored into all future capital investment decisions and new capital expenditure.
- 2.10 By adopting this approach, the Council stands to realise more from its own land and assets by maximising the opportunities they present for long term income and growth

and reducing unnecessary expenditure on our assets. By pursuing a strategy of capital investment and expenditure that is targeted and focused on delivering inclusive growth and a greener and more sustainable borough we will be better placed to invest in our services, communities and places for years to come and deliver on the ambitions in our Community Strategy and Strategic Plan.

- 2.11 The Council must also live within its means and remain cognisant of the long-term financial impact (as well as benefits) of capital spend. To this end there are appropriate governance arrangements in place and capital proposals will be subject to business cases and appropriate scrutiny before being brought forward and decisions are taken.

3. Priorities for capital investment

- 3.1 Inevitably there will always be a gap between our overall capital ambition to deliver for our residents, businesses and the borough, and our resources to deliver. For this reason the Council must make decisions on future capital investment based on an agreed set of priorities.
- 3.2 The Council's capital investment priorities are set out below. Any requests for additional capital investment/expenditure must meet as many of the below criteria as possible.

LONDON BOROUGH OF HACKNEY - PRIORITIES FOR CAPITAL EXPENDITURE

- *To use the capital programme and capital investment to support the delivery of services in line with the Mayor and Council's priorities set out in the Strategic Plan:*
 - **FOR A FAIRER, SAFER HACKNEY**
 - **FOR A GREENER, HEALTHIER HACKNEY**
 - **FOR EVERY CHILD IN HACKNEY**
- *To ensure that Council assets (where there is no business case in place, or planned, for the redevelopment, disposal or regeneration of the asset) are maintained in accordance with statutory and regulatory requirements and are fit for purpose. Investment in existing Council assets must be aligned with the relevant approved asset management plan for the asset (e.g. Housing Asset Management Plan, Highways Asset Management Plan, Parks Asset Management Plan etc).*
- *Capital investment to support the delivery of additional Council homes, regeneration, and an inclusive economy in accordance with the borough Growth Strategy in the Local Plan.*
- *Capital investment to support the implementation of the Climate Action Plan.*
- *Capital investment that will facilitate the generation of significant revenue or capital income to the Council.*
- *Capital investment which will result in a significant long term saving for the Council.*

3.3 Capital investment proposals will be considered against these priorities via the governance process and methodologies as set out in section 13.

3.4 In addition to the above priorities, it is often the case where the Council will be making a capital investment in a project or programme that is largely funded via other sources (e.g. Government grant funding, S106, CIL etc). This is demonstrated by the table in 6.2. The decision to bid for and accept external sources of capital funding will be made via the capital governance framework set out in section 13 and a capital bid form will need to be completed to set out how the project will contribute to the Council strategic and capital expenditure priorities, however the capital bid form will recognise that the direct capital ask of the Council is mitigated via the availability of external funding sources. In many cases it should also be noted that the Council will be requested to provide some 'match' funding for external capital funding in order to secure it.

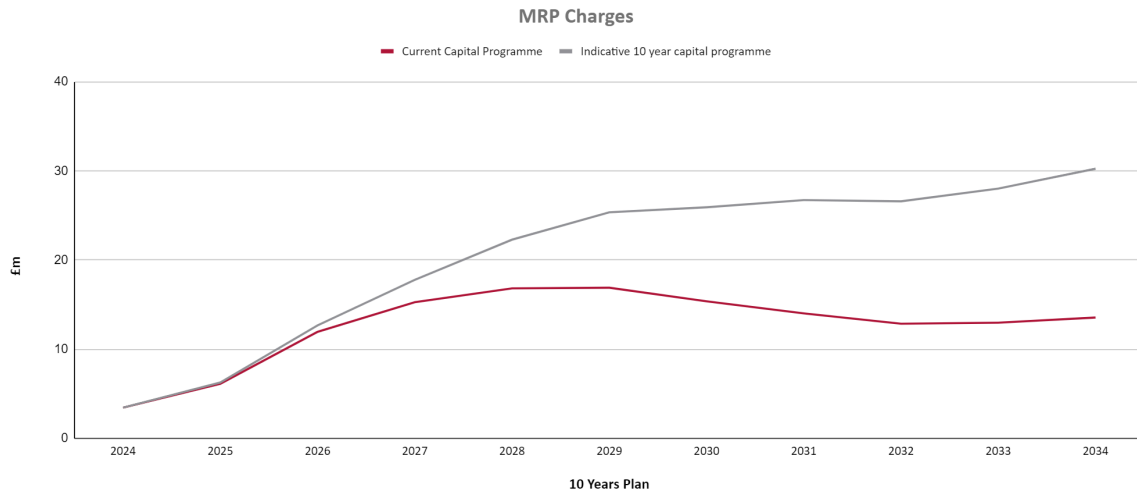
4. 10 Year capital programme outlook

4.1 As part of the budget setting we are looking at a longer-term time horizon as we aim to develop a robust financial framework that will serve as a guiding compass for the Council's decision-making on capital investments. The table presented below outlines our anticipated 10 year capital requirements. While this representation will not capture everything, it's crucial to note that our approach is iterative, and we are committed to ongoing refinement as we strive for a comprehensive understanding of our financial landscape.

	23/24 - 26/27	27/28 - 33/34	10 year outlook
	Estimate	Indicative	Total
	£m	£m	£m
Capital Programme:			
Non-Housing	448.5	298.5	747.0
Housing	1,029.2	979.6	2,008.8
Total spend	1,477.8	1,278.0	2,755.8
Financed by:			
Capital Receipts	66.5	213.5	280.0
Government Grants	198.3	99.9	298.2
Reserves	20.1	2.4	22.5
RCCO	218.1	428.1	646.2
S106/CIL	20.4	0.0	20.4
Borrowing	954.4	534.1	1,488.5
Total Financing	1,477.8	1,278.0	2,755.8

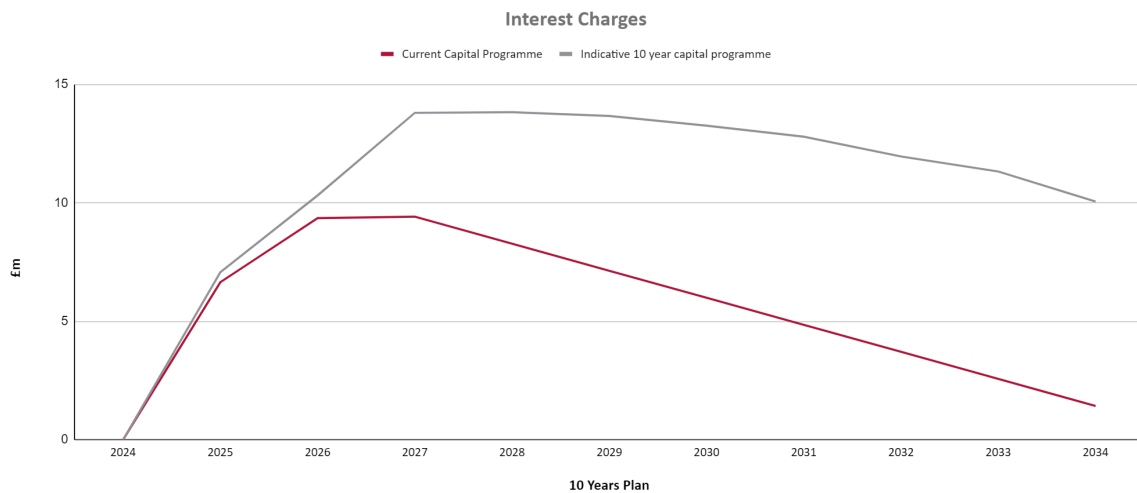
4.2 There HRA borrowing requirement is predominantly to fund the Housing Regeneration Programmes, Estate Regeneration Programme, Housing Supply Programme and Woodberry Down, until capital receipts are realised through sales of residential properties becoming available through these developments. The capital receipts will be realised once developments are complete and private for sale and shared ownership units are marketed. Some of the programmes will not complete until after 2033/34 when the capital receipts will be realised. The residual borrowing from the schemes, which equates to circa 30% of the build costs, will be repaid from the rental income streams from the new social housing units over a fifty year period. This residual borrowing for the new social rented homes, as well as interest costs has been factored into HRA business planning.

4.3 The graph below captures the impact this will have on the General Fund.



4.4 The Minimum Revenue Provision (MRP) is the minimum amount that a local authority must statutorily charge to its income and expenditure account each year, for the repayment of borrowing. The MRP charge will increase from £3.5m to £30m in 10 years.

4.5 The annual interest charge is much more difficult to estimate as it is dependent on the availability of cash balances to 'cash flow' schemes which are ultimately to be funded from external borrowing. The below estimate is based on the assumption that 100% of the schemes are funded from external borrowing 100% of the time. In reality this may not occur, however, there is, of course, an opportunity cost of using internal cash balances in terms of the interest that could be earned from investing these balances. The assumption around interest rates is 5% over a 10 year period.



4.6 As we progress, we aim to enhance financial viability of the capital programme through a combination of

- Scrutinising the existing capital programme for potential rationalisation. This ensures efficient resource allocation aligned with strategic objectives.
- Performing a strategic evaluation of the council's property portfolio with the aim of easing the strain on the capital programme. The goal is to assess various

"non-core" assets in relation to corporate priorities, financial performance, and their potential future benefits and risks to LBH. This assessment may result in the identification of assets for potential disposal, generating capital receipts and reducing the need for borrowing to finance the capital programme.

- Increasing the MTFP savings target to provide additional funding for the capital programme, ensuring a more robust financial foundation.

5. Hackney's three year capital programme

- 5.1 Included as part of the budget report is a three year capital programme which reflects the capital investment position over the medium term which informs the Council's Medium Term Financial Plan through identifying the monies required to be set aside to repay debt principal, interest charged on external borrowing and Revenue Contributions to Capital Outlay.
- 5.2 The capital programme primarily represents two types of expenditure - enhancing of our existing assets, and the creation of, or acquisition of, new assets. Over the three financial years 2020/21 to 2022/23 our capital expenditure has ranged between £133m to £202m. In recent years, there has been a decline, attributed to the impact of Covid and a substantial rise in construction inflation, leading to project delays. The reprofiled capital budget for 2023/24 is at £212m. The current capital programme suggests this will increase in future years though this is materially dependent on viability of our regeneration schemes and organisational capacity and technical skills, and external factors such as construction industry inflation and the increased cost of borrowing.
- 5.3 The Council's capital programme is ambitious in delivering on our zero carbon commitment and on the community infrastructure and affordable housing our residents deserve. The programme does need, however, to remain affordable and we need to ensure that we link our capital programme to our medium term financial plan by factoring in provisions to repay capital borrowing (the 'minimum revenue provision') and interest costs (see section 7).

Non-Housing	23/24 Forecast £m	24/25 Estimate £m	25/26 Estimate £m	26/27 Estimate £m	Total £m
Chief Executive	0.4	5.9	1.0	0.0	7.2
Adults, Health and Integration	1.6	1.8	0.5	0.2	4.2
Children and Education	13.7	20.9	8.9	4.9	48.4
Finance/Corp Resources – mixed use schemes	27.7	74.7	75.0	11.8	189.2
Finance/Corp Resources - other	35.4	39.8	5.9	4.6	85.7
Climate, Homes & Economy	30.8	45.0	30.1	7.9	113.9
Total Non-Housing budget	109.6	188.2	121.4	29.4	448.5

Housing	23/24 Forecast £m	24/25 Estimate £m	25/26 Estimate £m	26/27 Estimate £m	Total £m
AMP Capital Schemes HRA	46.3	55.3	53.6	55.6	210.9
Council Capital Schemes GF	5.9	4.8	2.3	2.3	15.3
Private Sector Housing schemes	1.6	2.0	2.0	1.7	7.4
Estate Regeneration	20.7	55.7	148.8	187.7	412.9
Housing Supply Programme	19.8	32.6	70.6	99.9	222.9
Woodberry Down Regeneration	8.2	12.6	5.7	10.7	37.3
New Homes	0.6	6.0	16.4	99.6	122.6
Total Housing budget	103.1	169.2	299.4	457.5	1,029.2
Total Capital Programme	212.7	357.4	420.8	486.9	1,477.8

5.3 The 'Finance/Corp Resources - mixed used schemes' line above is primarily the mixed use Britannia project. With the significant social infrastructure already delivered in the summer of 2021 with a brand new leisure centre and school, we now move to the delivery of affordable and private for sale housing. As this scheme is funded primarily by sale of on-site private residential accommodation there is a significant element of risk. Brexit, followed by Covid and recent economic events has destabilised the housing market and there is considerable work continuing to monitor and manage this risk. This includes regular updates of the financial model including the forecast income from sales at present day value. Where there is a shortfall from the original estimate and therefore a gap in the estimated Council contribution extra borrowing costs are factored into our medium term financial plan. There is a separate project board and governance process for Britannia in terms of ongoing project management and the relevant financial scrutiny.

5.4 The table below shows where our capital investment from April 2023 to March 2027 is helping to deliver against our priorities in the Strategic Plan.

Priority	Example Projects	23/24 £m	24/25 £m	25/26 £m	26/27 £m	Total £m
Fairer, Safer Hackney	Maintaining the homes of our Council residents, Housing Regeneration Schemes delivering more and improved homes, the Britannia Scheme also delivering new homes, Stoke Newington Library Refurbishment, investment in temporary accommodation and new GP surgeries.	149.6	267.7	374.3	467.0	1,258.6

Priority	Example Projects	23/24 £m	24/25 £m	25/26 £m	26/27 £m	Total £m
Greener, Healthier Hackney	Essential Maintenance to Leisure Centres including Kings Hall, Play areas in parks, London Fields Learner Pool, Parks Infrastructure, Parks Depot, Highways Planned Maintenance, Waste & Fleet Replacement and specific Green projects including Cycle Hangers and Electrical Vehicle charging points.	44.2	61.0	37.0	14.5	156.8
Every Child in Hackney	Investment in the maintenance of our schools and delivery of additional in-borough, SEND places.	14.0	21.1	9.1	5.1	49.3
Corporate Cross-cutting	Stoke Newington Town Hall and investment in ICT to support a range of our services.	4.9	7.6	0.3	0.3	13.1
Total		212.7	357.4	420.8	486.9	1,477.8

5.5 The overall indicative programme incorporates schemes that will deliver the following:

- An ongoing and ambitious estate regeneration programme which will bring homes of different tenures to the market helping make Hackney a fairer place with genuinely affordable homes including the delivery of 1,000 new council homes.
- Regeneration, place shaping, and inclusive growth in the borough's town centres and regeneration areas, ensuring that the opportunity for growth in our town centres and regeneration areas delivers on community priorities such as cleaner, greener and safer town centres and more affordable homes and workspace.
- Investing in our young people and helping give them the best start in life through our ongoing investment in our school estate to ensure it is in a suitable state of repair, including the ongoing programme of works to primary school facades.
- Investment in expanding in-borough SEN provision to support some of our more vulnerable young people with new facilities close to home.
- 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 - improving our processes internally and making front-line services more accessible.
- A highways maintenance programme and associated schemes
- Maintenance of the Council's parks and green spaces and libraries, including refurbishment of Stoke Newington - ensuring our residents have the space to exercise and stay healthy and have access to good local facilities.
- An ongoing commitment towards delivering on our zero carbon target, including implementing the new Climate Action Plan, decarbonisation of non-housing building stock, LED street lighting and cycle hangers.

- Working in partnership with City and Hackney CCG to build two new primary care facilities in the borough.

6. Financing the capital programme

6.1 During 2019/20, we secured a £80m loan from the Public Works Loan Board (PWLB) to support our capital programme. As of March 2024, our long-term borrowings stand at £63.1m. 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.

6.2 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue contributions, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

	2023/24	2024/25	2025/26	2026/27	Total
	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Capital Programme:					
Non-Housing	109.6	188.2	121.4	29.4	448.5
Housing	103.1	169.2	299.4	457.5	1,029.2
Total spend	212.7	357.4	420.8	486.9	1,477.8
Financed by:					
Capital Receipts	1.8	18.3	40.0	6.4	66.5
Government Grants	30.8	56.7	48.3	62.4	198.3
Reserves	7.5	10.9	1.6	0.1	20.1
RCCO	46.2	55.7	57.1	59.1	218.1
S106/CIL	5.1	14.4	0.9	0.0	20.4
Borrowing	121.3	201.4	272.9	358.8	954.4
Total Financing	212.7	357.4	420.8	486.9	1,477.8

It should be noted that some forward funding to be financed by borrowing will be required until these capital receipts are realised through sales of residential properties made available through the development of mixed use schemes.

7. Capital programme and the Medium Term Financial Plan (MTFP)

7.1 It is important to emphasise the impact of the capital programme on the Council's revenue budgets through the MTFP. This occurs in the following ways:

- Through monies that are required to be set aside to repay debt principal. This is known as the Minimum Revenue Provision (MRP). This is required to be charged on all capital expenditure which is funded by borrowing, whether that be internal or external borrowing.
- Interest charged on external borrowing.

- Revenue Contributions to Capital Outlay.

7.2 Budgets are set aside for these charges in the General Fund. Historically MRP and interest budgets have been low as we have had relatively significant levels of capital receipts as well as a large proportion of our schemes being self-funded through mixed-use developments. This has meant our levels of long-term borrowing have also been quite low. Going forward as internal sources of funding deplete both in terms of capital receipts and cash balances borrowing will increase as set out in section 8 of this strategy.

7.3 The capital governance arrangements (see section 13) will ensure that all decisions on capital investment fully reflect the revenue impacts. We will do this by:

- ensuring that all business cases fully consider the revenue costs of borrowing (both MRP and interest) where they are not fully funded by a ring-fenced source.
- Maintaining an up-to-date forecast of the impact of the capital programme on the revenue budgets.
- Ensuring that there is transparency over investment decisions and these are informed by the affordability of revenue impacts.

8. Capital Financing Requirement

8.1 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 £464m in 2022/23 to £1,189m in 2026/27.

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement

	31/03/23 Actuals £m	31/03/24 Estimated £m	31/03/25 Estimated £m	31/03/26 Estimated £m	31/03/27 Estimated £m
Capital Financing Requirement At Year End					
CFR – Non Housing	343	377	499	497	413
CFR – Housing	121	162	229	436	776
Total CFR	464	539	728	933	1,189
Net CFR movement		75	189	205	256
External Debt					
Borrowing	67	63	363	599	886
Other long term liabilities	10	9	7	6	5
Total Debt 31 March	77	72	370	605	891

8.2 The movements in the General Fund CFR reflect the modelled profiling of cash outflows (construction costs) and cash inflows (capital receipts) of the 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 (50 years) term.

- 8.3 The CFR over the longer term (beyond 2026/27) will begin to reduce, reflecting years where cash inflows exceed outflows. This is of course dependent on additional schemes which may be added to the programme. There is also a risk in the modelling, around the volume and value of the capital receipts, taking into account the deterioration in the housing market amid the current economic climate from the war in Ukraine, together with higher inflation and higher interest rates, this will have adverse impact on the housing market. The modelling therefore needs to be revisited on a regular basis.
- 8.4 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. The Council expects to receive £271m of capital receipts between 2023/24 and 2026/27. The majority of this is from sales of properties developed as part of mixed use and housing regeneration schemes and will be applied to the repayment of debt incurred to forward fund the schemes, in the first instance.

Asset disposals	23/24 opening balance £m	23/24 forecast £m	24/25 forecast £m	25/26 forecast £m	26/27 forecast £m	Total received 23/24 to 23/27 £m	Cumulative total £m
HRA	113	2	21	35	17	75	188
GF	0	42	8	57	89	196	196
Total	113	44	29	92	107	271	384

9. Asset Management

- 9.1 Asset Management Strategies are designed to set out the objectives, policies and process for managing the Council's assets including parks, leisure centres, highways, housing assets held within the Housing Revenue Account (HRA) and General Fund (GF) property assets effectively and meet the Council's strategic objectives. Asset management strategies must take into account the values of the Council as an organisation, the relevant local and national policy context, the Council's Capital Strategy, and set out the guiding principles to produce asset management plans that drill down into more detail the options around individual assets and properties, whilst ensuring that the limited available resources are utilised within the context of the priorities set out within the Strategic Plan and the Capital Strategy.
- 9.2 Property and the management and maintenance of Council owned property assets is a significant cost to the Council. Each portfolio category requires a unique focus and approach to asset management which, in turn, requires different expertise, governance and decision-making. Hackney seeks to ensure that decision making is transparent and fully accountable. As pressure on the Council to mitigate budget shortfalls rises, the various strategies and plans will be periodically reviewed and updated to support the release of greater capital and revenue returns and efficiency savings from the estate. All of this will be further addressed with a move towards the proposed implementation of a corporate landlord model.

9.3 The Council has the following asset management strategies/plans in place:

- [Housing Asset Management Strategy](#) - approved at March 2019 Cabinet.
- There are operational asset management plans in place for the boroughs highways and road network incorporating maintenance of highways infrastructure, street lighting, bridges and drainage

9.4 The following asset management strategies/plans are under development:

- Corporate Estate Asset Management Strategy and Plan. The Asset Management Policy which precedes the Asset Management Strategy is being refined to reflect the objectives set out within Hackney's Strategic Plan and to ensure it integrates other service plans and strategies which were since approved and published. This is being tested via a programme of consultation with Group Directors and senior service leaders. This is the precursor to a fully resourced comprehensive review of LBH's operational space requirements now and anticipated. This is programmed alongside investments to refine and modernise our asset data tools to assist officers in making recommendations for the best use of assets given the demand, cost projections and resources available.

10. Treasury Management

10.1 This section of the Capital Strategy provides an overview of our treasury management strategy. This strategy's focus is 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

10.2 The Council commenced long-term external borrowing in 2019/20 (excluding the London Energy Efficiency Fund loan) for the first time since 2012. We estimate at March 2024 we will have £63.1m long term borrowings and no short term borrowing. We anticipate taking on more medium to long term borrowing over 2024/25 to fund our ambitious capital programme. The Council's detailed borrowing strategy is set out in section 7 of our Treasury Management Strategy (Appendix 3 to the budget report) and is not repeated here. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield. The Council does not have any such schemes in its capital programme and as part of its capital strategy must recognise the impact of any such proposals on our overall ability to access PWLB loans.

10.3 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.

10.4 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.

	31/03/23 Actuals £m	31/03/24 Estimated £m	31/03/25 Estimated £m	31/03/26 Estimated £m	31/03/27 Estimated £m
CFR	464	539	728	933	1,189
Gross Debt	77	72	370	605	891

ii) Affordable borrowing limit

10.5 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. For clarity:

- **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.

The limits recommended for approval in the 2024/25 budget report are set out below:

	2023/24	2024/25	2025/26	2026/27
	Approved	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Authorised limit for external debt				
Borrowing	761	778	983	1,239
Other long term liabilities	16	14	13	12
Total	777	792	996	1,251
Operational limit for external debt				
Borrowing	732	748	953	1,209
Other long term liabilities	16	14	13	12
Total	748	762	966	1,221

ii) Investment strategy

- 10.6 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.
- 10.7 The Council's investment strategy is set out in the Treasury Management Strategy (Appendix 3 to the Budget Report) and is not repeated in full here. In summary, the Council's strategy 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 etc., 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 decides which particular investments to buy and the Council may request its money back at short notice.

Snapshot of treasury management investments	31.3.2023 £m	31.3.2024 £m	31.3.25 £m	31.3.2026 £m
Near-term investments	45	30	30	30
Longer-term investments	0.29	0.29	0.29	0.29
TOTAL	45.29	30.29	30.29	30.29

- 10.8 The above numbers are based on the 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 regularly depending on when cash receipts and payments are realised.

11 Commercial Activities

- i) Commercial/Investment properties
- 11.1 Hackney has an investment property portfolio of 50 properties (46 buildings and 4 pieces of land), with an aggregate balance sheet value of £183m as at 31 March 2023. The net revenue return was £11.4m in the same year (includes one off £6.4m of historic income following settlement of a legal dispute).
- 11.2 Hackney's asset 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.

11.3 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:

- Know how and why the asset in question will contribute to the achievement of its long term objectives, and
- 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.

11.4 Decisions on commercial investments are ultimately made through Cabinet/Full Council, but after consultation through the Capital Asset Steering Board (CASB) (formerly the Capital Investment Board) which is a member/senior officer board.

ii) Wholly owned companies

11.5 The Council has six wholly owned subsidiaries.

- The two residential building management companies for the Makers and the Otto 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. In 2020/21 Hackney HLR Housing Limited purchased 8 properties at Bridge House from the Council, at a cost of £3.4m, with all of the units occupied by Hackney residents paying a living rent. In 2021/22, the PRS company also leased three units on Stoke Newington Church Street from the General Fund, which are let at a market rate. In the same financial year the HLR company added 16 bedsits to its portfolio by way of a 21 year lease Agreement, at an annual rental of £86,661 (increasing by CPI each year). The bedsits are within an existing Council block, Gooch House, and were refurbished as part of the council's regeneration programme.
- Commercial waste company was incorporated in October 2021 and began trading in April 2022. The company provides commercial waste and recycling services beyond the borough boundaries specifically across East and Central London,

12. Knowledge and Skills

12.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making decisions on capital expenditure, borrowing and investment.

12.2 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

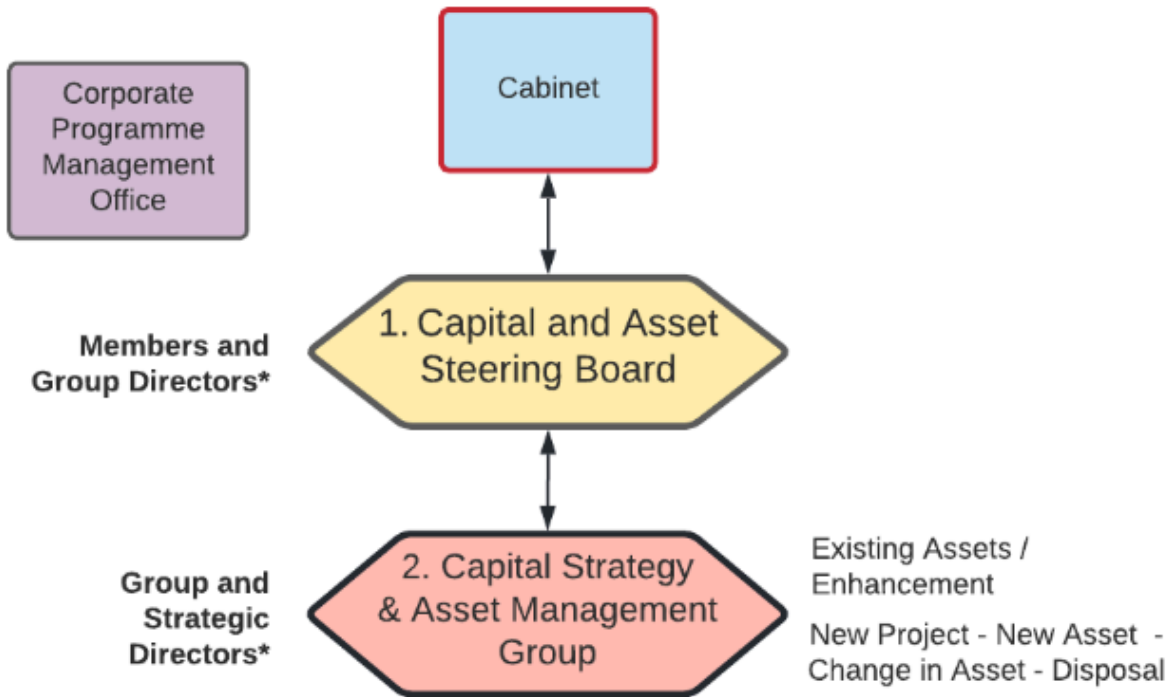
employs Arlingclose Limited as treasury management advisers. We use a range of property consultants from framework contracts and PWC as tax advisers.

- 12.3 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 businesses, landowners and developers, including 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.
- 12.4 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.
- 12.5 In the future there may be a requirement to undertake a more comprehensive review of in-house capital project and programme delivery skills, resources and capacity in order to ensure that the Council can deliver investment in assets, and the capital programme, at pace to the highest possible standard.

13 Governance

- 13.1 At the apex of this governance structure is a joint Cabinet Member and Chief Officer Board - the Capital Asset Steering Board (CASB) which will review and agree any decisions relating to capital investment and assets that are required to go to Cabinet for a decision. The scope of the CASB is to:
 - To review new project proposals, including their affordability and make recommendations to Cabinet on their inclusion on the capital Programme. Capital bids will note the proposed funding route and this will inform the CASB's decision, but final funding will be determined at year end as approved by the Group Director of Finance
 - Monitor the delivery and development of the Capital Programme, Strategic Asset Management Strategy and the HRA Asset Management Plan.
 - To review and monitor the performance of assets against strategic objectives.
 - To approve (subject to scheme of delegation) or recommend approval to Cabinet of all disposals and acquisition.
 - To make strategic decisions on external funding bids and proposals.
 - Help steer the approach to strategic stakeholder relationships or communications relating to capital projects and Council assets.
 - Major change control decisions on existing capital projects e.g. additional funding using scheme of delegation limits, pause of project, alternative delivery model.

13.2 The Capital and Asset Steering Board (CASB) meets monthly and is a first tier board, and a tier two officer board, the Capital Strategy & Asset Management Group reports into it within the new corporate governance framework. Finance teams and service colleagues will work closely to both manage the agenda of the CASB, provide appropriate information for consideration. The governance structure is as follows:



13.3 The Capital Strategy and Asset Management Group (CSAMG), is a senior officer steering group that will use the principles established within the Strategic Plan to discuss and agree a corporate approach (cross directorate) when it involves decisions relating to capital investment and the future use and operation of assets across the Council's entire estate.

13.4 The Group comprises senior officers who have delegated powers under the Council's current scheme of delegation to make decisions. As such the Group will have the authority to make decisions that do not need Cabinet approval. The Group will also discuss and make recommendations for Cabinet decisions, which will be discussed at the Capital and Asset Steering Board (CASB) ahead of Cabinet or will go straight to Cabinet.

13.5 The Group will provide leadership, accountability and assurance to the General Fund and Housing Revenue Account property and asset management functions. It will have oversight of the capital programme in terms of capital financing and the impact of the programme on the Council's revenue budgets.

13.6 The Group will receive updates and monitoring information on a range of property asset strategy issues, which will include:

- asset strategy development and implementation
- asset policy development

- asset performance
- corporate landlord implementation
- asset challenge programmes
- property based regeneration projects

13.7 The Group will perform a 'triage' role in relation to business cases to be presented to and approved by the Capital and Asset Steering Board, in relation to:

- Capital funding bids
- Asset closures and staff relocations
- Asset disposals and acquisitions

13.8 As part of the governance arrangements a capital bid form captures key information to enable a proposed project to be assessed in terms of its deliverables and alignment with the Council's strategic priorities in the Strategic Plan, the Community Strategy and the Capital Strategy alongside the financial business case. Significant points to note are:

- It includes the high level requirements of a Project Initiation Document (PID) and project business case.
- It is designed to ensure that consistent information is available on each proposed capital project from the outset, that project managers and Heads of Service have considered the projects robustly prior to seeking approval and funding, and that there is full transparency on the project business case, benefits, expected outcomes and outputs, and all capital and revenue costs associated with the project throughout.
- The form is completed for all proposed new capital projects, and increases in existing capital project budgets of £50,000 or 10% (whichever is the lower) of the original project budget. Increases below this de-minimus will be processed as part of the quarterly capital adjustments process and approved by Cabinet.
- For all new projects, directorates should ideally complete the amended form in advance of the financial year in which it is anticipated that a project will begin to spend. This will facilitate the prioritisation of different projects via the CASB governance process. However, flexibility is built into the process to allow for new capital projects to be approved throughout the year as it is recognised that it will not always be possible to anticipate projects (e.g. new funding opportunities, emergency health and safety issues etc).
- The completing officer/project manager should engage with Finance colleagues on completing the Finance section of the form to ensure all financial implications are reflected.
- For capital projects requiring S106 contributions, the form should clearly state whether the project meets the requirements of the S106 bid and that this funding is available and the S106 team should confirm this before submission.
- Where S106 contributions are part of the funding the bid will still need to go to the S106 Board for funding confirmation. In the event of the S106 bid being

rejected at this stage, this will be fed back to the CASB. Further discussions will take place to determine if this process could be further streamlined and the capital project approval form and the S106 bid approval process can be amalgamated.

- 13.9 Once capital budgets are approved, spend is monitored through the Finance Team, who meet with the Service Area, and then complete the return and feed back to the Capital Team (Capital OFP Timetable). The Capital Programme budget monitoring is reported to Cabinet quarterly via the Capital OFP (Overall Financial Position), Capital Update & Property Acquisition and Disposals Report) and Audit Committee. The monitoring covers actual year to date capital expenditure, the forecast and the variance against the revised budget position, there is also an update on the projects themselves. Each financial year, two re-profiling exercises are carried out in order that the budget reflects the progress of the projects.
- 13.10 As part of governance arrangements we have standardised the quarterly monitoring of the capital programme and projects contained within. The capital monitoring is reported through to the CASB and summarised in the Capital Update report on a quarterly basis. This will be on an area basis where appropriate but also thematic, for example, for the Education or Leisure capital programmes.
- 13.11 In addition to the above governance arrangements we also put in place specific project boards for large and/or complex projects. Detailed risk registers are retained and are regularly reviewed in light of changing circumstances, for example, increasing construction inflation and its impact on the delivery of construction projects alongside the economic impacts including the housing market. The Boards will oversee mitigation to these risks and ensure that alternate strategies are considered as and when appropriate. An example of this is the Britannia Board which has recently been extended to cover the refurbishment of Kings Hall.

14. Risks

- 14.1 There are a number of significant risks to the delivery of our capital programme and these are reflected and managed through the Council's well-established Risk Management Framework which reports through to the Audit Committee (quarterly for the corporate risk register and annual by directorate). 'Management of Capital Programmes/Schemes is classified as High Risk on the Finance & Corporate Resources risk register (**SRCR 0002**).
- 14.2 The risk is that Major Capital Schemes may not be managed or targeted effectively to maximise the use of resources available and ensure delivery according to expectations. From a financial perspective, as a result of substantial external borrowing to fund the ambitious capital programme, the Council is moving from a debt free position and becoming more vulnerable to changes in the market (potential volatility of the housing market affecting sales volumes / value) and interest rates as well as building cost inflation.
- 14.3 Controls in place to manage this risk include:
- All capital schemes are subject to review via the capital budget monitoring process. Slippage and/or budget pressures can be identified via this process

and appropriate action taken.

- Major schemes are managed via project boards to ensure appropriate actions are taken to ensure delivery of scheme to expected standards and within financial business cases. These schemes have project-based risk registers which records the active management of risks on an ongoing basis.

14.4 At the capital programme level, the CASB (see section 13), has overall oversight of the entirety of the programme with reporting on an area basis and/or thematically. There will also be periodic reporting on industry-wide risks affecting the programme, such as construction inflation, house-price forecasts and borrowing rates to provide context and inform capital bid decisions.

15. Summary and next steps

15.1 This Capital Strategy outlines our key capital investment priorities and articulates our commitment to aligning with the Community Strategy and the Strategic Plan. It provides an overview of how our existing capital programme is contributing to our strategic goals and outlines the evolving governance structures for transparent decision-making. Additionally, the document describes the monitoring mechanisms in place to ensure that projects adhere to established financial parameters and deliver on their intended outcomes. The strategy delves into our risk management approach and outlines the borrowing parameters within which we operate. It emphasises the importance of decision-makers understanding the direct connection between our capital ambitions and the medium-term financial plan. In essence, this strategy serves as a comprehensive guide to our capital investment focus, decision-making processes, risk management, and financial alignment

15.2 This strategy has been prepared with reference to CIPFA's Capital Strategy Guidance 2021 and whilst it seeks to follow good practice set out in that document it is recognised that there is more to be done to develop the strategy. For example, before this document is reviewed again in a year's time we aim to:

- Move forward the intention to advance the transition from a three year capital programme to a ten year capital programme;
- Consider further how we measure return on investment in terms of social, economic and environmental impact alongside financial impact. This needs to dovetail with requirements which are already embedded through our sustainable procurement strategy; and
- Incorporate work being developed by Strategic Property Services on moving towards a Corporate Landlord model.

CIPFA FINANCIAL MANAGEMENT CODE - REVIEW 2024/25

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 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 Interim Group Director Finance (CFO) and colleagues on the leadership team. Complying with the FM Code helps 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 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 examples on each. Set out below is the authority's current assessment of how it believes it complies with the requirements and also highlights evidence of compliance and areas for further development.

Financial Management Standard A: The leadership team is able to demonstrate that the services provided by the authority provide value for money.

The achievement of value for money is the collective responsibility of elected members and senior officers, who together make up an authority's leadership team.

The Council seek to ensure that it achieves value for money in the delivery of its services through its formal governance structures, its ongoing challenge of service costs through the budget setting cycle and performance management arrangements. Arrangements are summarised below.

Clear Governance Structures

The Council's Scheme of Delegation sets out decision-making responsibilities in relation to Full Council and committees, including Cabinet and those delegated to officers.

□ Scheme of Delegation Refresh

Where key decisions are made they require a business case in the form of a Cabinet, Capital Procurement and Insourcing Committee report or a delegated powers report (DPR). All reports are required to be considered by finance to determine financial implications and in the case of procurement decisions, compliance with procurement procedures. These reports also contain an assessment of whole-life costs and overall set out the value for money implications of decisions before they are made.

<https://hackney.gov.uk/council-business>

Scrutiny Arrangements

The Council has an effective Scrutiny function which leads scrutiny reviews in key areas of service delivery. An annual report is provided to Council, the report for 2022/23 went to Council in September 2023, link below.

■ 12. Overview and Scrutiny Appendix 1.pdf

The report summarises Scrutiny's role and responsibilities and the scope and outcome of work over the period, including Cabinet members and Mayor's Question Times.

Audit Arrangements

The Audit Committee has an explicit requirement through its terms of reference to consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.

It discharges this requirement through its receipt of regular reports from service areas, oversight of internal and external audit work (including the VFM audit opinion) and a specific Performance Report through which it scrutinises performance trends and performance against targets against a range of key indicators. From these reports the Committee determines areas for 'deep dive' reviews to gain further insight and assurance.

In addition to the Audit Committee has undertaken deep dive reviews into specific areas of Council business, including capital spend, the pandemic response, Net Zero and Council reserves. As part of their work for 2023/24, the Audit Committee is

undertaking deep dive reviews into recent public interest reports and best value interventions and School Budgets and financial sustainability.

Council boards

The Council establishes joint Member/officer boards to ensure there is appropriate oversight for key areas of business where there is significant risk and expenditure. For example:

- The Britannia Board was established to provide ongoing oversight of this major masterplan project. This ensures there is appropriate scrutiny and challenge to the project in between key decisions taken by the Cabinet. This Board has now been extended to cover a second major leisure project - the refurbishment of Kings Hall - and is now renamed to Britannia/Kings Hall Leisure Centre Board.
- A Corporate Parenting Board to provide oversight of the service and for Members to understand their corporate parenting responsibilities. The Board also has oversight of the 2023-25 Children's Parenting and Sufficiency Strategy as well as providing challenge to annual reports (e.g. LAC Health Annual Report)
- The Environmental Sustainability Board was established to provide executive oversight and lead the strategic activity required to deliver the Council's organisational response to the climate emergency. This will include ensuring that climate implications and actions to meet our targets and ambitions are firmly embedded in our policies, processes and procedures, and ensuring the delivery of an annual work plan. The Council's Climate Action Plan was approved Cabinet in May 2023 and the deliverables of the detailed action plan will be reported to and monitored by the Environmental Sustainability Board.
- The Capital Asset Steering Board, established in October 2022 which is a member and senior officer steering board which will review and agree any required decisions relating to capital investment and assets that are required to go to Cabinet for a decision. It will have oversight of the delivery of the Capital Programme, Strategic Asset Management Strategy (including the HRA Asset Management Plan).

Clear objectives and strategy based on local need

The Council's Community Strategy 2018-28 sets out our overarching vision for Hackney over the decade to 2028. It provides direction for all of the Council's decision making throughout this period and a focus for our work in partnership with residents, businesses, local organisations and community groups. The strategy was produced in partnership with local people and organisations in our community over a period of three years ensuring it is reflective of the lived experiences of residents in our borough.

<https://hackney.gov.uk/community-strategy>

Effective service and financial planning

The Council adopts, delivers and keeps under review a Strategic Plan (formerly the Corporate Plan) for each new four year local electoral term. The Strategic Plan is in line with the ten year Community Strategy, but it sets out how the Council will use its resources and its workforce to help achieve the Mayor's manifesto over the shorter

elected period of office. Both the Community Strategy and the Strategic Plan and any related delivery plans or annual updates are publically available.

The leadership team (Members and officers) are fully engaged in the financial planning process through Cabinet/Corporate Leadership Team (CLT) and CLT meetings at which the budget proposals are reported and fully discussed and challenged where appropriate. The expectation is that services continuously challenge the costs incurred to ensure services are delivered as efficiently, effectively and economically as possible with the leadership team challenging proposals in the context of Council objectives and service priorities.

Strategic Plan:

<https://hackney.moderngov.co.uk/documents/s79199/10.%20Strategic%20Plan%20Report.pdf>

Financial regulations

Part 4 of the Council's Constitution (September 2023) includes the Financial Procedure Rules which provide the framework for the financial administration of the Council with a view to ensuring that the Council's financial affairs are conducted in a sound and proper manner, constitute value for money and minimise the risk of legal challenge to the Council. The Financial Procedure Rules are considered in conjunction with the Procurement Framework and the Scheme of Delegation.

[Council Constitution | Hackney Council](#)

Procurement regulations

All procurement activities must be carried out, in accordance with the Council's Contract Standing Orders as set out in Part 4 of the Constitution, but also in compliance with the Council's General Scheme of Delegation to Officers. The Contract Standing Orders set out procurement routes applicable to various levels of spend, and in addition a risk management framework is in place for procurements above £100k. The application of the risk framework and the estimated value of the requirement determine the governance arrangements which are applicable to individual procurements. All procurements assessed as medium or high risk go through the Council's procurement gateway process with decisions taken by the Cabinet Procurement and Insourcing Committee for high risk or Hackney Procurement Board for medium risk procurements.

<https://intranet.hackney.gov.uk/procurement-home/>

Contract management arrangements

Contract managers are responsible for monitoring contracts to ensure that suppliers are delivering against specifications and maintaining records of supplier performance. Arrangements are proportionate to the value and risk of the contracts. Support is provided from the Procurement Team for the management of high risk and key strategic contracts

Risk management arrangements

Hackney's Risk Strategy clearly details the approach which the Council takes towards managing and reporting risk. The process is clearly outlined where risks are

identified at service level, which are then considered (if relevant or serious enough) at a Divisional and then Directorate level. Then if appropriate, they may be categorised as Corporate risks - those which could potentially threaten the core objectives of the entire organisation. Leadership teams are involved in managing risks at all levels, whether at service level where management teams review risk registers, or at senior management level (Corporate Leadership Team) where the overall Corporate Risk Register is reviewed at least every six months. Audit Committee also plays an important role in ensuring effective risk management occurs throughout the organisation. Each Directorate presents their risk register to the Committee on an annual basis, and the Corporate register is reviewed at every other meeting (with a headline summary provided at every single meeting). This ensures a high level of scrutiny in order for Members to feel assured that the right arrangements are in place. These high level reviews also ensure that throughout the organisation, management teams are aware of the importance of considering their risks and how to effectively manage them.

Detailed risk registers are also maintained at a project level basis to ensure risks to outcomes are fully considered and mitigated appropriately.

The Risk Strategy (and Policy) are reviewed biennially, and were last ratified by the Audit Committee in October 2022 and is scheduled to be reviewed in mid 2024.

Efficiency reviews

Services are expected to consider the efficiency of the services they deliver on an ongoing basis. Proposals for improved efficiency improve the bedrock of directorate budget savings proposals each year, including for 2024/25.

Benchmarking

The Council employs benchmarking at a range of levels including:

- reviewing performance compared to other local authorities to inform performance target setting and performance monitoring (for example, data sets reported through to the Children's Management team)
- benchmarking of costs to determine areas to consider for efficiency savings (for example, use of CIPFASStats+) and engage in formal cost benchmarking such as those initiated by London Councils (in areas including Children's Social Care and SEND).
- Adult Social Care benchmarking of unit costs facilitated by London Council's to ensure efficient use of resources and to ensure best practice in commissioning arrangements. This has been through the ASC-FR statistical returns and through regular ADASS budget surveys as well as responding to ad hoc requests for benchmarking facilitates through the ADASS finance Leads group.
- Housing Services use the Housemark Benchmarking data to underpin Transformation work in Housing Services. Key performance indicators are set annually for each service area in Housing Services informed by this benchmark data and we aim to set targets that will improve our Housemark quartile ranking, thereby improving services to residents. We also regularly use Housemark in addition to other benchmarking activities to look at best practice across the sector when we undertake any service improvement project work.
- Environmental Operations use benchmarking data to assess the cleanliness of our streets. It uses the national Local Environmental Quality Indicator, to compare the cleanliness of Hackney's streets with other local authorities and to

ensure continuous improvement in our performance. NI195 covers litter, detritus, graffiti and flyposting. It has been developed to measure the cleanliness of the local environment, as a member of the public would see it. The surveys produce information to help managers improve resource efficiency and the attractiveness of an area. This benefits visitors, residents, businesses and workers.

Peer reviews

The authority invites representatives of other authorities to review the delivery of specific services, to use their experience to assess how well these services are performing and to make recommendations for improvement. Examples include the recent peer review of SEND which outlined ten recommendations for service improvements which are being implemented.

The Council is also embarking on a LGA peer review process in 2024 for which planning is underway.

Monitoring of Performance Data

The Council has a suite of performance indicators which it collects on a regular basis as well as in a large number of services access to 'live' management data on current service performance (via Qlik). Performance (data and progress against projects etc) is monitored at all levels of the organisation to ensure that the Council is delivering its objectives (as laid out in the Corporate Plan and statutory obligations).

Performance is monitored at local management level as well as Directors, Group Director, CLT and Cabinet members. CLT, Directors and Cabinet members have access to online performance dashboards which have the top PIs (agreed by CLT/Cabinet) for the Council updated as new data becomes available. Regular review of these takes place at meetings of CLT and between CLT and Cabinet Members and the Mayor. The Council's Head of Service responsible for performance also meets the Chief Executive monthly to update on performance issues and emerging issues and trends.

The Council's Audit Committee has also compiled a dashboard of KPIs which are reported on each quarter to the committee with relevant Directors available to answer questions and address concerns.

<https://hackney.moderngov.co.uk/documents/s85538/06-1%20Appendix%201%20-%20Performance%20Indicators.pdf>

User surveys

The authority undertakes a periodic survey of users of particular services, designed to assess the extent to which these services meet users' needs and to identify opportunities for improvement. This is in the form of a residents survey and more focused surveys where specific service changes are required or where specific feedback is required. In ASC, the annual service user survey and bi-annual carers survey are monitored by services and used to inform strategic decisions and service planning. Education Services uses a variety of forums to take account of stakeholder expectations including an annual customer survey with all schools and

setting purchasing services through our traded offer. Schools' Forum is a statutory meeting that acts as a consultative body regarding school funding in the borough.

Current live consultations and surveys can be found via this link [Hackney Council](#)

External assessments

The authority engages with statutory and non-statutory external reviews of its services, such as Ofsted reviews of children's social care services, and seeks to use the results of these reviews to improve the operation and management of the services under review.

In December 2019 the Council received a 'Requires Improvement' judgement following the inspection of Children's Services. An action plan for improvement has been agreed with Ofsted to respond to specific recommendations. In parallel a Members Oversight Board and a Children's Leadership and Development Board (cross-Council officers group with external challenge partner) are overseeing a strategy to move Children's Services to 'Outstanding'.

A further Ofsted focused visit took place in September 2022, and focused on the 'front door' services, including decision-making and thresholds for referrals about children, child protection enquiries, decisions to step up or down from early help, and emergency action out of hours. The findings from the focused visit were positive, and recognised the strength of 'front door' services, the recent integration of early help services, and that senior leaders continue to make improvements to services in a challenging context. From December 2022 to February 2023, Hackney Youth Justice Service was jointly inspected by His Majesty's Inspectorate of Probation, and colleagues from HM Inspectorate of Constabulary, Fire and Rescue, the Care Quality Commission, Ofsted Education and Ofsted Social Care, receiving an overall rating of 'Good'. Inspectors were impressed with the strong direct work and impactful practice they saw.

Equality impact assessments

The authority undertakes equality impact assessments of policies, activities and services, to ensure that they do not – deliberately or inadvertently – discriminate against certain groups or individuals, especially those that are disadvantaged or vulnerable. Equality impacts considerations are embedded in decision-making processes - for example, decisions on budget proposals, the procurement impact assessment (PRIMAS), organisational change procedures all require the consideration of equalities impacts. As part of the work in developing budget proposals it was recognised that managers would benefit from a training refresh on carrying out Equality Impact Assessments to ensure a consistent approach in assessing the impact of decisions. This is being planned for in the coming year.

[Equality and diversity | Hackney Council](#)

Financial Management Standard B: The authority complies with the CIPFA *Statement on the Role of the Chief Finance Officer (CFO) in Local Government*.

The CFO in a local authority is a key member of the leadership team, helping it to develop and implement strategy and to resource and deliver the authority's strategic objectives sustainably and in the public interest

The Interim Group Director of Finance (GDF) is the CFO for the Authority and is a key member of the Corporate Leadership Team (CLT), reports to the Chief Executive, is professionally qualified and is actively engaged on all matters of strategy direction and delivery. All key decisions require financial implications to be considered by a representative of the CFO and the CFO personally signs off on all Level 1 Cabinet or Cabinet Procurement and Insourcing Committee decisions.

The CFO in a local authority must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered and aligned with the authority's overall financial strategy

The GDF leads the Council's financial strategy to deliver against its objectives. This includes the development of the medium term financial plan and the annual budget cycle.

The Council has a strong track record of ensuring that a balanced budget is planned and delivered despite considerable reductions in Government funding and significant cost pressures. This is a result of a considered approach to resource allocation which reflects the impact demand-led services can have on expenditure and the volatility this can bring. For example, measured allocation of budget growth with earmarked reserves set aside to mitigate risk.

All key decisions require financial implications to be considered by a representative of the CFO and the CFO personally signs off on all Level 1 Cabinet or Cabinet Procurement and Insourcing Committee decisions. Beyond this the GDF has representation on directorate management teams which ensures there is an awareness of emerging issues and/or service developments and that financial impacts both long and short term are fully considered at an early stage in the process.

The CFO in a local authority must lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently, and effectively

The GDF maintains a continuous review of the Financial Procedure Rules and financial schemes of delegation as set out in the Council's constitution. Furthermore, the GDF provides regular budget updates to meetings of senior managers, setting out financial performance, forecasts and the challenges ahead. As set out above the GDF has representation on directorate management teams which ensures that sound financial management remains at the forefront of operations.

The CFO in a local authority must lead and direct a finance function that is resourced to be fit for purpose

The GDF leads a mix of qualified and non-qualified working professionals with the requisite skills to carry out their roles effectively.

The Council invests in CIPFA and other recognised training regimes to ensure staff have the appropriate skills and knowledge to deliver an effective service.

Additional skills, for example, tax advice where transactions are complex, will be bought in where it is considered necessary to enhance in-house skills and experience.

There are sufficient numbers in the finance teams - and the impact of any staff reductions on the ability to provide a robust level of service are always considered before any restructures are undertaken of finance teams. Teams have appropriate access to ICT and relevant software packages to support the work they do.

The CFO in a local authority must be professionally qualified and suitably experienced

The GDF is CIPFA qualified, was appointed in August 2023 and has 3 years experience as the Council's Deputy section 151 officer. In addition she has been a key member of Hackney Finance Leadership team for over 10 years over which time the Council has demonstrated sound financial management as evidenced by successive external audit reports and annual outturn.

Financial Management Standard C: The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control

Establishing a clear framework for governance and internal control

The Constitution sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that decisions are taken efficiently and transparently and that those who make the decisions are accountable to local people. Some of these procedures are legal requirements while others are how the Council has chosen to conduct its business.

The Council's governance structure is set out in the Constitution including the role of the Executive (Cabinet) and Overview and Scrutiny. All committees have formal, agreed terms of reference (also contained within the Constitution), setting out the scope of their responsibilities. Terms of reference are regularly reviewed and updated in line with good practice. They also have a defined membership and a suitable, pre-agreed schedule of meetings and work plan.

All meetings of the committees forming part of the authority's governance structure have a published agenda and have its proceedings and decisions recorded in formal, written minutes which are available on the Council website (with the exception of exempt information). Members of the committee, and others who may reasonably wish to address the committee, are given adequate notice of such meetings as set out in the Constitution.

The responsibility for Council and Executive functions are set out in Part 3 of the Constitution including Council functions which cannot be the responsibility of the Executive, Role and function of the elected Mayor and the officers scheme of delegations.

The Council has an effective system of internal control in place which it reviews and reports on annually through the annual governance statement which is also subject to review by internal audit on an annual basis. Furthermore internal audit provides assurance through its programme of cyclical and annual reviews of elements of the control framework.

Financial Procedure Rule 19 clearly defines partnership arrangements and states that all Councillors and Officers currently involved in or considering 'partnership' working shall have regard to the Council's Partnership Code of Practice and ensure compliance with it.

Establishing clear arrangements for assurance and accountability

Internal Audit is an in-house service which conforms to the Public Sector Internal Audit Standards. Conformity with these standards is verified by external assessment at least once every five years (most recently in November 2023).

The Council ensures that the head of internal audit is able to fulfil their role effectively, in line with the responsibilities set out in the CIPFA Statement on the Role of the Head of Internal Audit (2019). This includes direct lines of communication to the Chair of the Audit Committee and the Chief Executive if circumstances require.

Internal audit works to an agreed plan which is developed following a review of the authority's governance and internal control arrangements, the environment within which the authority operates and the risks and challenges that it faces. Internal audit is resourced adequately and reports to the Audit Committee. The Audit Committee approves the audit plan and receives regular progress reports against the plan.

Hackney's Risk Strategy details the approach which the Council takes towards managing and reporting risk. The process is clearly outlined where risks are identified at service level, which are then considered (if relevant or serious enough) at a Divisional and then Directorate level. Then if appropriate, they may be categorised as Corporate risks - those which could potentially threaten the core objectives of the entire organisation. Leadership teams are involved in managing risks at all levels, whether at service level where management teams review risk registers, or at senior management level (Corporate Leadership Team) where the overall Corporate Risk Register is reviewed at least every six months. The Audit Committee also play an important role in ensuring effective risk management occurs throughout the organisation. Each Directorate presents their risk register to Committee on an annual basis, and the Corporate register is reviewed at every other meeting (with a headline summary provided at every single meeting). This ensures a high level of scrutiny in order for Members to feel assured that the right arrangements are in place. These high level reviews also ensure that throughout the organisation, management teams are aware of the importance of considering their risks and how to effectively manage them.

There is a well established Audit Committee in place in accordance with the principles in CIPFA's Position Statement on Audit Committees in Local Authorities and Police (2018) and the supporting guidance publication. Its responsibilities include receiving reports on and monitoring the implementation of internal and external audit recommendations - receiving regular progress reports on a quarterly basis. The Audit Committee also has delegated responsibility in relation to oversight of the treasury management function (receiving update reports at each meeting), risk management arrangements (receiving reports from each of the directorates on a cyclical basis) and receives regular reports on performance of the Council. Based on the information received, it commissions and leads deep dive reviews in specific areas, for example, this year it is reviewing the Council's standing in relation to themes that have emerged from local authority Public Interest Reports.

Espousing high standards of governance and internal control

The Council's Code of Conduct for officers provides a framework and outlines core behaviours. It forms part of the employment contract, is readily accessible on the intranet and is required to be read and understood by every Council employee.

Hackney Council has adopted a Councillor Code of Conduct, which applies to the Elected Mayor, Councillors and Co-Optees in accordance with the Localism Act 2011. The Code assists the Council in complying with its duty to promote and maintain high standards of conduct by the Elected Mayor, Councillors and co-optees and forms part of the Council's Constitution (Part Seven, Section A). The Councillor Code of Conduct was last adopted by Council, following a comprehensive review, in January 2022 and took effect following the elections in May 2022. The Code follows the Local Government Association's (LGA) model Code of Conduct, with local amendment. The Code was further modified during 2023. The Monitoring Officer is responsible for ensuring the proper operation of the Code and for recommending any amendments to the Council's Standards Committee for consideration and onward recommendation to Full Council.

The Council maintains a register of interests for senior officers and members. This is updated annually as a matter of course and declaration of interests is a standard item on the agenda at all Council meetings. Any potential conflicts are brought to the attention of the Director and steps put in place to ensure that the position of the Council is not compromised by any such conflict.

The Council is open to constructive challenge and consults openly with key stakeholders, staff and residents as part of the decision-making processes as evidenced in Cabinet and other committee reports. We regularly consult the public and other interested groups such as businesses about our plans. Outcomes of these consultations on our [Consultation Hub](#).

The Overview and Scrutiny Committees provide regular challenge through its work and this can lead to reports advising and making recommendations on policies and service delivery.

The Council's decisions are supported by a robust evidence base. This includes ensuring all options are explored, the consideration of impacts of decisions (for example, budget savings decisions) and use of options appraisals and consultation with relevant stakeholders. Where considered necessary, the Council will engage external experts to support decision making processes, for example treasury management advisors, tax advice and bespoke advice for major decisions on a project by project basis.

Creating, maintaining and nurturing a culture of governance and internal control

The Corporate Leadership Team demonstrates a high standard of governance and internal control at all times and embraces conscientiously the authority's governance and internal control processes - this is evidenced through transparent decision-making processes; attendance of the leadership team at meetings where performance is reviewed (Audit Committee, Scrutiny Committees), engagement in audit processes and follow up.

The Council reviews its Constitution on a regular basis, taking on board new developments in good practice. The Monitoring Officer is the officer under whose remit the Constitution falls and a Constitution Committee was established in January

2022, whose primary remit is to review areas in the Constitution to ensure that they are fit for purpose and propose appropriate changes.

During 2022/2023, the Council's Constitution was subject to a review and refresh. This review did not seek to change the balance of decision-making within the Council or how decisions are made generally, rather it aims to provide greater clarity for the public, elected Members and Officers as to the operation of the Council through improvements to the layout and format and a greater emphasis on the use of plain English. In addition, greater emphasis will be placed upon how the public / businesses / other organisations can become involved in the formal aspects of Council decision-making. The revisions also introduced a number of new sections, for example the Principles of Decision-Making (Part One, Section C) and the Protocol on the Governance of Council Interests in Companies (Part Nine, Section D)

Full Council adopted the revised Constitution in July 2023 and it became operational in September 2023. A commitment has been given to review how the new Constitution has operated in practice at the end of year 1 of its operation.

The Council seeks development and quality mark opportunities, for example, it was rated 'Excellent' on the [Equality Framework for Local Government](#) in 2013 and 2018 - [Local Government Association's assessment](#).

The Council is proactive in its promotion of its values within its workforce - this is embedded through the 'Check In' processes, conducted at all levels of the organisation and rewarded through the Hackney Stars awards and the Big Thank You initiative.

Financial Management Standard D: The authority applies the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016)

The Council adheres to the requirements set out within the CIPFA/ SOLACE Delivering Good Governance in Local Government: Framework (2016) as evidenced in the process for the completion of the annual governance statement (AGS) which provides a detailed and evidenced-based record of compliance.

The Code of Corporate Governance was reviewed summer 2021 and subsequently updated to reflect how the Council best evidenced the CIPFA Framework. The updated version was reported to the Audit Committee in October 21 for information and is now published online alongside the Council's Constitution:

[Council Constitution | Hackney Council](#)

In summary each Group Director is required on an annual basis to review the internal controls in operation in their directorate informed by:

- Review of completed Control Assurance Matrices for services within the directorate
- The performance management arrangements for services
- The risk management processes in place within services
- Other corporate management, monitoring and review processes, and
- Review work undertaken by internal audit, the external auditors and any other review agencies or assurance providers.

They are also required to confirm that:-

- Statutory obligations (where relevant) and objectives have been established
- Risks to the achievement of objectives have been identified
- Key controls have been identified and evaluated to manage risks,
- Mechanisms are in place to obtain assurance on the effectiveness of performance management as well as key controls.
- Declarations of interest are complete and up to date in respect of themselves, managers and where necessary for other staff in their directorate, and the related party disclosures are complete.

As part of the process the Group Director is required to highlight any areas of exception or non-compliance. The primary evidence base for the statement is the controls assurance matrix which records areas of assurance, required standards and compliance along with evidence at service level. Once complete the statement and supporting matrix is forwarded to Internal Audit for review and testing prior to aggregation as part of the preparation of the annual accounts.

Financial Management Standard E: The financial management style of the authority supports financial sustainability

The financial management style of the authority is reflective of the four dimensions reflected in the financial management code, namely Leadership, People, Processes and Stakeholders.

Leadership

Delivering Accountability:

The Group Director of Finance (GDF) is a key member of the Corporate Leadership Team, reports to the Chief Executive, is professionally qualified and is actively engaged on all matters of strategy direction and delivery. Beyond this the GDF has representation on directorate management teams which ensures there is an awareness of emerging issues and/or service developments and that financial impacts both long and short term are fully considered at an early stage in the process.

Part 4 of the Council's Constitution (September 2023) includes the Financial Procedure Rules which provide the framework for the financial administration of the Council with a view to ensuring that the Council's financial affairs are conducted in a sound and proper manner, constitute value for money and minimise the risk of legal challenge to the Council. The Financial Procedure Rules are considered in conjunction with the Procurement Framework and the Scheme of Delegation. Compliance with these rules is mandatory and subject to cyclical review as part of the annual Internal Audit Plan.

Within the annual budget-setting process the authority's leadership team sets income requirements, including taxation income, and allocates resources to different activities in order to achieve its objectives. This is evidenced in the annual tax base report to Cabinet and the Annual Budget setting report to Cabinet and Full Council. The authority monitors its financial and activity performance in delivering planned outcomes through monthly reports to Cabinet - the OFP report provides an overview of financial performance at Council and individual directorate level.

<https://hackney.moderngov.co.uk/documents/s86177/08%20FCR%20S209%20202324%20Overall%20Financial%20Position%20-%20October%202023.pd>

Supporting performance

The authority has a developed Medium Term Financial Plan which is regularly updated to take account of new and emerging circumstances. This factors in forecast cost pressures, savings proposals and estimated impacts of future funding levels. In financial plans, resources are aligned to meet current and future objectives and priorities as evidenced in the Annual Budget Report.

The GDF leads a mix of qualified and non-qualified working professionals with the requisite skills to carry out their roles effectively. The Council invests in CIPFA and other recognised training regimes to ensure staff have the appropriate skills and knowledge to deliver an effective service. Additional skills, for example, tax advice where transactions are complex, will be bought in where it is considered necessary to enhance in-house skills and experience.

Enabling transformation

The Council's financial management approach supports the change agenda and service transformation. The Council has taken the decision to establish a corporate approach to transformation and has appointed a Director of Transformation reporting to the Chief Executive. The corporate programme is in the process of development with recruitment to an enabling central team planned. The transformation programme will be an important tool to ensure the Council delivers on both the priorities for residents set out in the Strategic Plan and on the requirements of the MTFP to set and deliver a balanced budget. The financial context for the authority is a key consideration for the programme and the transformation team will work closely with both finance and services to develop robust business cases and put in place effective process and governance to ensure these are delivered. CLT will meet monthly as a Transformation Board to provide strategic oversight and direction.

People

Delivering accountability

The GDF leads a mix of qualified and non-qualified working professionals with the requisite skills to carry out their roles effectively.

The Council invests in CIPFA and other recognised training regimes to ensure staff have the appropriate skills and knowledge to deliver an effective service.

Additional skills, for example, tax advice where transactions are complex, will be bought in where it is considered necessary to enhance in-house skills and experience.

Supporting performance

The Council has a long-established business partnering approach with finance staff reporting through to the GDF officer but embedded in service management teams and structures. Directors of Finance attend DMT and report on financial performance and this is replicated at divisional level and in individual Head of Service budget meetings. Finance staff also participate in induction training for staff and GDF regularly provides finance update to senior managers - tiers 1-3 meetings.

Enabling transformation

See under 'delivering accountability' above - the Council invests in the finance function to ensure that it is equipped to deliver a service which supports change. This is evidenced in objectives set out in service reviews of the finance functions as well as in recruitment where the need to add value and support change is clearly articulated.

Stakeholders

Delivering accountability

The Council through its decision-making structures provides external stakeholders with evidence of the integrity of its financial conduct and performance, and demonstrates fiscal discipline including compliance with statutory, legal and regulatory obligations. In particular reference is made to standard Cabinet reports which evidence these considerations and the reports received by the Audit Committee on performance, treasury management, internal and external audits and deep dive reviews, all of which are in the public domain.

Supporting performance & Enabling transformation

The Council has a developed approach to stakeholder and consultation engagement which is evidenced in co-production and consultation across the range of services in respect of both business as usual processes to service transformation and more wide-ranging customer insight exercises. From consultation and engagement with tenants and leaseholders, through wide-ranging consultation on the wider community strategy to focussed engagement pieces such as the Young Futures Commission and in relation to the Children & Family Hub proposals.

[Hackney Council](#)

Financial Management Standard F: The authority has carried out a credible and transparent financial resilience assessment

The GDF and her Financial Management Team reviewed the outcomes from the CIPFA resilience indices. This was shared with the Mayor, Cabinet Member of Finance and Chief Executive and we have regard to the indices in the work that we do.

In addition, the GDF led a review of the Council's reserves and balances which has been discussed with Cabinet members and was also the subject of an Audit Committee Deep Dive. This review work included using benchmarking information with other London boroughs and this information is being used to inform the review of reserves and balances undertaken as part of the budget development process for 2024/25.

This summary of the Council's performance in relation to the FM Code is completed in the midst of the impact of the cost of living crisis which is compounded by the ongoing increase in demand for services. Of note is:

- There is a significant draw down on reserves forecast for 2023/24 to meet service pressures. This will not impact the level of General Fund Balance reserve. Budget growth is factored in 2024/25 to meet some of these service pressures and services are developing plans to transform services and reduce spend. The high risk areas are in Children's and Adults services.
- The Council is challenged by inflationary pressures particularly energy and fuel as well as pay agreements exceeding those budgeted. The budget incorporates significant growth for these elements in 2024/25, but spend needs to be kept under review to ensure it does not exceed sums included in the base budget for this pressure.

- The Council reviews its MTFP on a regular basis. Of course, this is within an ever more uncertain context given the cost of living crisis, one-year settlements, delays to both the Fair Funding Review and a sustainable adult social care solution. The budget report for 2024/25 includes an updated MTFP however it is noted that there is considerable uncertainty regarding Government funding beyond 2025/26.
- The majority of savings plans for the next financial year are fully developed and have been through a robust scrutiny process, where plans are not fully developed they will come before Members for consideration and approval before progressing to implementation. In addition, there are agreed savings proposals in place for 2025/26 and 2026/27 but there is a recognition that further plans will be required.

The Council has effective financial management systems in place including:

- Monthly financial reporting at overall Council and service level through to Cabinet.
- Regular finance reporting to directorate management teams and divisional meetings.
- Regular finance updates by the GDF to CLT, Cabinet/CLT and to managers tier 1-3 including the medium term financial strategy.
- Regular meetings with budget holders and finance support identifying significant budget variations.

As well as revenue reporting referred to above, Capital Update reports are reported on a monthly basis to Cabinet and the Capital Programme is subject to quarterly review.

There is a well established capital bid and approval process and the annual budget report contains the Council's capital strategy. Historically the Council has had very low borrowings but is cognisant that this is likely to change in the next few years if we are to maintain our estate and deliver against housing targets as well as the Council's wider capital ambition including in relation to climate change.

In response to this and in order to continue to review and challenge established practice, the Council carried out a Council-wide Capital Management Review and introduced revised governance arrangements to provide greater transparency and consistency over decision-making on capital investment as well as clearer linkages between the capital programme, the Strategic Plan and the MTFP. Two elements of the arrangements are now operational, the Capital Asset Steering Board and the Capital Strategy & Asset Management Group.

[Capital and Asset Steering Board Terms of Reference](#)

[CASMG Terms of Reference](#)

Historically and in common with other authorities, the Council's capital programming has demonstrated significant optimum bias. As we move towards becoming a borrowing authority it becomes increasingly important that within realistic parameters that we improve on this. The Audit Committee led a deep dive review on this and a number of actions were taken. It is noted, however, that slippage has continued to be an issue especially as a result of external factors including construction inflation which has required further work to be undertaken on some schemes to ensure they remain viable and affordable. We continue to review and challenge budgets and budget profiles within the capital programme to ensure they are as realistic as possible.

The Council is outward looking in terms of its performance monitoring and this includes financial performance and responds to benchmarking information requests both corporately and in service areas and reviews outputs to inform future planning. The Council also

utilises cost benchmarking to determine areas to consider for efficiency savings (for example, use of the CIPFA benchmarking tool) and engages in formal cost benchmarking such as those initiated by London Councils (CSC benchmarking) and utilises professional networks to undertake more focussed and bespoke benchmarking exercises to inform service planning and change.

Financial Management Standard G: The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members

The Council reviews its Medium Term Financial Plan (MTFP) on a regular basis and reports this through to members. This has been reviewed and updated as part of the Budget Report for 2024/25. This is reflective of the ongoing uncertainty brought about by single-year settlements, significant one-off funding sources and the potential impact of the delayed Fair Funding Review.

The MTFP clearly sets out assumptions made and the risks to those assumptions both internal (e.g. delivery of savings, unmanaged cost pressures) and external factors such as Government funding and the impact on other income sources such as NNDR and commercial rents from the general economic position.

The Council uses scenario planning where circumstances are considered highly volatile (for example, the 2024/25 budget was developed in this context) and this was reported to members. This is also used at a more granular level for specific volatile service areas, for example, adults and children's social care.

Financial Management Standard H: The authority complies with the CIPFA Prudential Code for Capital Finance in Local Authorities

The Prudential Code for Capital Finance in Local Authorities (the Code) was originally implemented in 2004/05 and the latest version is 2021. 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.

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. The Council sets these indicators as part of the budget setting process and these are set out in the annual budget report. Performance against these are reported through to the Audit Committee on a quarterly basis as part of the Treasury Management update report.

The latest iteration of the Prudential Code sees a further increase in focus on exposure to commercial investments in the local government sector. Central government has voiced its concern in recent years over local government's involvement in property deals and other more esoteric investments and, on the back of this, CIPFA has moved to reinforce the principle within the Prudential Code that local authorities cannot invest purely for commercial gain/borrow in advance of need. It has also bolstered requirements so that boroughs must demonstrate both exposures to commercial investment and subsequent risk management.

Hackney's exposure in this area is deemed low. There are no instances where we have externally borrowed specifically for commercial investments. In the main, our commercial property portfolio is one that has accumulated over a long period of time, and the revenue

income stream it drives is proportional to our wider revenue budget.

The Council has a capital strategy in place and this is reviewed on an annual basis and is approved as part of the budget setting process. As mentioned above, the Council has undertaken a capital management review and this has incorporated an indicative 10 year programme as part the review of the capital strategy for inclusion in the budget report for 2024/25.

Financial Management Standard I: The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans

The Council has a Medium Term Financial Plan (MTFP) which it reviews on a regular basis and reports this through to members. This has been reviewed and updated as part of the Budget Report for 2024/25. This is reflective of the ongoing uncertainty brought about by single-year settlements, significant one-off funding sources and the potential impact of the delayed Fair Funding Review.

The MTFP sets out the economic context and assumptions made and the risks to those assumptions both internal (e.g. delivery of savings, unmanaged cost pressures) and external factors such as Government funding and the impact on other income sources such as NNDR and commercial rents from of the general economic position.

The MTFP noted:

- The 2024/25 Local Government Finance Settlement gave us little information of funding allocations for the following years. Little is known about the aggregate Local Government budgets post 2024/25 and still, no decision has been taken on the timing and scope of the local government funding review and business rates reset.
- On future funding levels, all we have to work on is a paragraph in the Autumn Statement 2023 which stated that planned departmental spending will grow at 1% a year in real terms (accounting for inflation) from 2025-26 to 2028-29. No detail was given on how individual departments will be affected but the Institute for Fiscal Studies have estimated that, based on reasonable assumptions about what may be needed for the NHS and schools and existing commitments on defence, overseas aid and childcare, funding for other services in England may need to be cut by an average of over 3% per year in real terms. That means that even cash-flat settlements for the grant-funding components of councils' core spending power, would only equate to a cut in grant funding of around 1.7% in real terms per year. It follows that the worst is yet to come in terms of external funding allocations if these departmental spending plans are implemented.
- The local government funding review (previously termed the Fair Funding Review) and the business rates reset have been postponed again. In fact neither will be implemented before 2025-26 and no indication was given by the Government as to when either will be introduced. Given that all of the work previously done on new needs assessments is now out of date, it will all have to be done again which will require a substantial amount of work to be done. It follows that there must be significant doubt whether the new funding system will be introduced in 2025-26.

- Whilst we don't know the timing and content of the reform, we do know that Hackney will almost certainly lose from any implementation as we score less highly in deprivation measures than we did when the current allocation system was framed (2013). Also our population as measured by the latest Census grew less than the London average which will negatively impact on our funding allocations. Finally an amount is effectively netted off our calculated funding to reflect our relative share of business rates resources. Because of the two revaluations since 2013, our relative share has increased which again will negatively impact on funding levels. Given we expect to lose funding if and when the new funding system is introduced, we anticipate that we will be protected by a system of safety nets but what level of protection they will afford and how quickly they will be unwound is clearly unknown. This creates a significant financial risk for future years as well as adding to the uncertainty
- The long term position on SEND and its funding remains unclear and the financial impact of the cost of living crisis in the short and medium term constitute further risks. There are also considerable risks and uncertainties about the future path of public sector pay.

The next iteration of the MTFP will reflect updates on these significant and uncertainties risks, although many of these will remain.

Financial Management Standard J: The authority complies with its statutory obligations in respect of the budget setting process

The Council complies with its statutory obligations in respect of the budget setting process. This is set out and clearly evidenced in the annual budget setting report.

Budget development is led by the GDF in consultation and collaboration with the rest of the leadership including Members.

In accordance with the Local Government Finance Act 1992, the Council's budget includes the expenditure that the authority estimates it will incur in the year in performing its function, an allowance for contingencies in relation to this expenditure and the financial reserves that the authority estimates it will need to raise in the year to meet its estimated future expenditure such financial reserves as might be required to fund deficits generated in previous periods.

The Council has a sound track record of financial management and the current circumstances continue to test this. The 2024/25 budget sets aside additional contingencies in respect of demand-led pressures such as social care and temporary accommodation. The leadership team are clear about the main pressure areas which are a risk to financial sustainability and alongside the development of cost savings proposals the GDF sets aside specific earmarked reserves to mitigate against these risks. The GDF is fully aware of S114 responsibilities and the circumstances under which such a notice should be issued.

Performance against the budget is reported to Cabinet on a regular basis at Council-wide and service level. The GDF is aware of areas of cost pressure and their magnitude.

Financial Management Standard K: The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement of the adequacy of the proposed financial reserves

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 are set out in the budget report including cost pressures in relation to demand-led services which have been increased post-pandemic and as a result of the cost of living crisis along with the measures in place to mitigate these risks. However, the GDF is cognisant of the uncertainty in which this budget is set and the ongoing nature of some of these risk and is clear in his advice to increase the level of General Balances from the existing position of £17m to £20m by 2026/27, and to continue to hold earmarked reserves for a range of specific purposes.

To summarise, as recorded in the budget report, 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 GDF is of the view that the estimates are sufficiently robust and at the appropriate level with due regard to the risks set out in the Section 25 Statement included in the Budget Report.

Financial Management Standard 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's Community Strategy 2018-28 sets out our overarching vision for Hackney over the decade to 2028. It provides direction for all of the Council's decision making throughout this period, including budget setting and a focus for our work in partnership with residents, businesses, local organisations and community groups. The strategy was produced in partnership with local people and organisations in our community over a period of three years ensuring it is reflective of the lived experiences of residents in our borough.

The Council adopts, delivers and keeps under review a Strategic Plan (formerly the Corporate Plan) for each new four year local electoral term. The Strategic Plan is in line with the ten year Community Strategy, but it sets out how the Council will use its resources and its workforce to help achieve the Mayor's manifesto over the shorter elected period of office. Both the Community Strategy and the Strategic Plan and any related delivery plans or annual updates are publically available. As set out in the budget report, the annual budget is a financial exposition of the Strategic Plan - providing that thread back through to stakeholder engagement.

In addition to this, at a day to day level, the Council has a developed approach to stakeholder and consultation engagement which is evidenced in its approach to co-production and consultation across the range of services in respect of both business as usual processes to service transformation (including those integral to budget decisions) and more wide ranging customer insight exercises. From consultation and engagement with tenants and leaseholders, through wide-ranging consultation on the wider community strategy to focussed engagement pieces such as the Young Futures Commission and in relation to the proposals for Family Hubs.

<https://hackney.gov.uk/community-strategy>

Financial Management Standard M: The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions

The Council undertakes options appraisals in respect of difficult decisions. All Cabinet reports require the author to identify options considered and rejected.

At a more granular level decisions will be supported by recognised options appraisal techniques. These are particularly pertinent to complex capital schemes. Sensitivity analysis is considered on a routine basis where relevant, for example around key variables such as house prices and cost inflation. Where necessary the process will also call for the input of external expertise - particularly where schemes are high in value and risk.

The results of option appraisals are reported to members and where not commercially sensitive, will be contained within Cabinet reports. Reports are clear on risks around specific options and the mitigations to address these risks.

Financial Management Standard N: The leadership team takes action using reports, enabling it to identify and correct emerging risks to its budget strategy and financial sustainability

Regular and timely reports are provided to Cabinet and CLT on the budget position in the current year, including emerging risks and action taken to mitigate them, and on future risks.

At Directorate level the finance team provides regular updates to directorate management teams and supports third tier managers in understanding their budget, cost pressures and developing recovery actions. Information provided is accessible and understandable - with use of visuals where appropriate.

Financial Management Standard O: The leadership team monitors the elements of its balance sheet which pose a significant risk to its financial sustainability

The Council is aware of and monitors the elements of the balance sheet which pose a significant risk to financial sustainability.

Long-term and short term investments

The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. The Treasury Management Strategy fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

The Treasury Management Strategy is reviewed and approved on an annual basis as part of the budget setting process. This strategy includes security and liquidity indicators (i.e. credit rating and short term cash availability). Updates against this strategy are reported to the Audit Committee on a quarterly basis. At an operational level the Head of Treasury, Banking and Accounts Payable monitors the position on a day to day basis and provides

weekly updates to the Director, Financial Management. Regular meetings are also scheduled with our Treasury Advisors and the GDF.

Debtors

The Council monitors the collection of debt from main income sources on a routine basis and has historically achieved the targets set. Performance is reported to the Audit Committee on a quarterly basis. 2023/24 (as did the previous two years) has proved challenging due to Cost of Living Crisis and some legacy issues related to the Cýber attack particularly concerning debt chasing activities. Bad Debt Provisions, now referred to as Expected Credit Loss, are robustly reviewed and increased specifically for areas where impacts are expected to continue into 2024/25. 2024/25 budgets are set in the context of risk around collection rates particularly in relation to the Cost of Living crisis and the impact this could have on residents/businesses ability to pay.

Cash

The Council maintains an up to date cash flow forecast which is updated on a daily basis. The Council maintains a prudent head room and ensures it operates within the treasury management indicators set within the Treasury Management Strategy.

Current liabilities

The cash flow forecast includes regular payments (for example, payroll, precepts, loan repayments) where payment dates are known and also estimates for other outgoings and regular income sources. As above this is monitored and updated on a daily basis. The Treasury Management Strategy also includes liquidity indicators. Additionally, payments against targets are reviewed. The Council is confident that it maintains sufficient liquid balances such that it can meet liabilities as they become due.

Provisions and Reserves

The Council makes appropriate provisions for bad debts and other known liabilities which are reviewed in light of changed circumstances in setting its budget. The Council also sets aside earmarked funds for areas where there is risk to the annual budget. There has in recent years been a decline in the level of earmarked reserves which we hold against specific risks as those risks have materialised and reserves drawn down. To mitigate further decline in our reserves the GDF will undertake a further review of earmarked revenue reserves ring-fenced for both revenue and capital purposes to increase the General Fund Balance to £20m and ensure that reserves are appropriately prioritised against the biggest risks the Council faces.

Pension liabilities

The Council has a liability to fund part or all of the future pensions which are payable to retired employees. The measurement of these liabilities is reflected on the balance sheet, but we are not required to fund them (i.e. reduce usable reserves) when the liabilities are incurred. These liabilities are managed in the longer term, including adjustments to the employer's annual contributions to the LGPS based on actuarial review.

There is a Pensions Committee in place which oversees the Pension Fund which receives regular updates on the performance and administration of the fund from officers and our pension fund advisors. This provides further assurance that pension liabilities are appropriately managed.

Long term borrowing

The Council sets its prudential indicators in line with the Code of Practice on an annual basis and provides regular updates against these in its Treasury Management updates to the Audit Committee.

The Council has a comparatively low level of long-term external borrowing at circa £63.85m and the impact on the revenue budget of interest payments is offset by interest from investments. MRP is currently budgeted for at a corporate level.

The Council has an ambitious capital programme going forward and further borrowings are required, as reflected under Financial Management Standard 'H'. The revised governance arrangements put in place following the Capital Management Review is supporting decision making for capital investment and reiterating to decision makers the clear link between capital investment decisions and the MTPF.

Financial Management Standard P: The chief finance officer has personal responsibility for ensuring that the statutory accounts provided to the local authority comply with the Code of Practice on Local Authority Accounting in the United Kingdom

The GDF is aware of responsibilities in terms of the preparation of the annual financial standards and these are routinely produced in line with the statutory deadline and in accordance with the Code of Practice on Local Authority Accounting in the UK.

The statements themselves are of course subject to external audit and are routinely given a clean opinion in line with the audit deadline. The Audit Committee have oversight of this process including any recommendations arising from the audit and the external auditors have confirmed they are satisfied with the Council's processes in place.

For 2022/23, the draft accounts deadline of 31 May was successfully adhered to. However, the ongoing audit process has encountered delays attributed to well-established resourcing challenges in the external market, impacting not only our organisation but also affecting our peers. Furthermore, setbacks in finalising the 2021/22 accounts have arisen due to national issues related to pension funds' assets and liabilities. These challenges have stemmed from delays in the audit process prompted by a national infrastructure asset issue. It is noteworthy that a temporary resolution has been implemented to address the concerns surrounding infrastructure assets. As a result, we anticipate the issuance of the audit opinion in the Spring of 2024

Financial Management Standard Q: The presentation of the final outturn figures and variations from budget allow the leadership team to make strategic financial decisions

A final outturn against the budget report is presented to Cabinet which identifies the main variance against the budget.

In reality this tends to reflect very little movement from the February forecast position which provides a detailed analysis of spend against budget and sets out main cost pressure areas.

Statement by the S151 officer on the robustness of estimates and the adequacy of proposed reserves

Introduction

- 1.1 The Local Government Act 2003 (Section 25) requires that the chief financial officer (S151 officer) reports the following matters to members when agreeing its annual budget and council tax:
- The robustness of the estimates made for the purposes of the budget calculations; and
 - The adequacy of the proposed financial reserves.
- 1.2 For members the Section 25 statement provides critical context for budgetary discussions and in which budget decisions are made.
- 1.3 This statement considers the macroeconomic context within which the Council operates and the medium term financial outlook, the Council's track record on financial management and the adequacy of the estimates contained within the proposed budget for 2024/25. Consideration is given to the risks to the budgetary position for 2024/25 and the adequacy of factors to mitigate those risks including earmarked reserves. The overall level of reserves and the level of resilience they provide is also considered.

Macroeconomic context within which the council operates and medium-term economic outlook

- 2.1 The Council operates in an extremely challenging macroeconomic environment. We have seen a reduction of £156m in real terms (40%) in our spending power (excluding council tax) since 2010-11. Spending power is the Government's measure of our core resources.
- 2.2 The medium term economic outlook is extremely uncertain. The Autumn Statement 2023 stated that planned departmental spending will grow at 1% a year in real terms (accounting for inflation) from 2025-26 to 2028-29. No detail was given on how individual departments will be affected but the Institute for Fiscal Studies have estimated that, based on reasonable assumptions about what may be needed for the NHS and schools and existing commitments on defence, overseas aid and childcare, funding for other services in England may need to be cut by an average of over 3% per year in real terms. It follows that significant pressures on external funding allocations are likely to continue if these departmental spending plans are carried out.
- 2.3 Further uncertainty arises out of the absence of information on the timing and scope of the local government funding review and business rates reset. Any changes

introduced by the review and reset that significantly alter the distribution of funding will impact on Hackney and other councils.

Financial management track record, governance & strategic planning

- 2.4 The Council has a sound track record of financial management and good governance. Despite the reduction in funding, increased demands and cost pressures, the impact of Covid-19 and the cyberattack, and the cost of living crisis; we have continued to set a balanced budget for many years. This has been supported by an approach which seeks to mitigate budgetary risks through the deployment of earmarked reserves. Our budgeting is underpinned by budget proposals that are subject to a comprehensive scrutiny process involving various Scrutiny Groups, Cabinet Lead Members, the Corporate Leadership Team and Service Heads.
- 2.5 From an external perspective the Council's finances are subject to an external audit regime under which our Annual Statement of Accounts are subject to review and testing by the appointed auditor. The Council has been issued with unqualified opinions for many years up to and including 2020/21. As with most local authorities, failures in the audit market have resulted in delays to the issue of subsequent opinions. At the time of writing auditors findings for 2021/22 and 2022/23 have been reported to the Audit Committee. These reports highlight that for both years the auditor anticipates issuing an unqualified opinion, without modification, on the financial statements. There does however remain a risk of change to this assessment until the opinions are issued.
- 2.6 In terms of preparing the 2024-25 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 finance updates are provided in the Overall Financial Position (OFP) report and detailed reporting to both the Corporate Leadership Team (CLT) and joint sessions of Cabinet and the CLT on financial planning in the short and medium term.
 - (b) Risk Management. The Council has in place mechanisms for managing risks on savings through relevant risk registers and reviewing delivery on an ongoing basis.
 - (c) Prioritising Resources to Strategic Plan Objectives. The budget report includes a summary of our Strategic Plan and sets out how we continue to invest in line with our priorities. Budget proposals are prepared in the context of our Strategic Plan and risks to delivery that they might pose considered and mitigated where appropriate.
 - (d) Equality. The Corporate Leadership Team makes sure that equality underpins all

that we do. It also looks to ensure that all equality impact assessments on service and staff impacts are undertaken and details of these are available for review by Members and are published on the Council Website.

- (e) Cumulative Impacts. The budget proposals that underpin the budget are wide-ranging and have been subject to a cumulative impact assessment which is included at Appendix 12 to the budget report. Although this exercise cannot be used to fully protect residents given the level of budget reductions required, we can work to anticipate impacts, plan for them and build them into our new equality plan, wider corporate strategy and transformation work.

- 2.7 The Council's Objectives as set out in the Strategic Plan are developed on the basis of the best strategic fit between the actual and forecast resources available to meet stakeholder needs and expectations which prevail. There are clear links between Strategic objectives and decisions, the financial implications and the resulting services delivered to local people.
- 2.8 In order to facilitate the successful implementation of the Council's strategic objectives, we undertake a regular review of the medium term financial plan to ensure that it covers known and projected planning commitments on a rolling basis. We also carry out central budgeting of both revenue and capital expenditure to align with proposed spending.

Compliance with the codes and standards

- 3.1 To demonstrate our compliance with codes and standards in respect of strong financial management we undertake a review of our processes and procedures against the Cipfa Financial Management Code (FM Code) on an annual basis. The Cipfa FM Code provides guidance for good and sustainable financial management in local authorities and assurance that authorities are managing resources effectively. 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.
- 3.2 The code 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 Interim Group Director Finance (CFO) and colleagues on the leadership team. Complying with the FM Code helps strengthen the framework that surrounds financial decision making.
- 3.3 Each year as part of the budget setting process we review compliance with the code to demonstrate compliance with the principles of good financial management. This review, attached at Appendix 10, has found that we continue to demonstrate compliance with the principles set out in the FM code and can demonstrate that we

are in compliance with all financial management codes and standards thereby giving assurance that we are managing resources effectively. We identified two areas for improvement as part of this review; 1) the consistency of our approach to Equality Impact Assessments in decision making needs to be improved and training for all managers is being planned for the coming year and 2) the transformation work needs to be led by the Corporate Leadership Team and more closely aligned with the budget strategy and savings development process and a revised governance structure has been put in place to address this.

Robustness of estimates

- 4.1 The Council's preferred strategy to manage growth, inflation and its impact on cost pressures has been for service areas to manage pressures within their budgets wherever possible including by factoring one-off funding and grants (for example, the Social Care Grant and the Homelessness Prevention Grant) as far as possible. Although 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 and for which budget growth has been added.
- 4.2 This strategy has become increasingly more difficult given the escalating demands on services (particularly social care) and the reductions in external funding. For 2024/25 -2026/27 significant budget growth was built into the medium term financial plan to address some of these pressures.
- 4.2 For 2024/25 in particular the following growth has been added to budgets.
- Assumed Pay award for 2024/25 at 3% but held corporately until pay award is agreed (£6.6m); and growth in respect of the shortfall against pay award assumed in 2023/24 (£6.5m)
 - Assumptions in relation to increases in demand for social care (£11.6m) taking account of increases in social care grants (£10.4m).
 - Other directorate cost pressures including homelessness prevention, pressures in environment operations and parks and green spaces caused by increasing number of households (£3.7m).
 - Increase in the budget for minimum revenue provision and external interest as a result of an increased reliance on borrowing to fund the Council's capital programme (£3.8m).
 - Increase in concessionary fares and the NLWA levy (estimated £4m in total).
- 4.3 The estimates in respect of the above growth items are reviewed on an ongoing basis as the current year picture emerges and as more information comes available and estimates adjusted accordingly where appropriate. The forecast estimate in adults and children's social care expenditure has increased significantly in 2023/24 compared to 2022/23 and there is an extremely high risk that expenditure will exceed budget for 2024/25. It is emphasised that work is underway in both these areas which aims to address cost pressures, but given trends in these areas in recent years an earmarked reserve has been set aside to mitigate this risk. As part of the review of

the Council's MTFP growth assumptions for 2025/26, 2026/27 and 2027/28 have increased.

- 4.4 Moving on to the main income areas, collection rates assumed for Council Tax and business rates reflect our assessment of the economic environment and our improved ability to chase debt now backlogs from the cyber attack have been cleared. In 2024-25, we are prudent in both reflecting these system improvements while still recognising the possible difficulties council tax and business rates payers may have in paying bills in light of the previous very high and current high inflation rates.
- 4.5 Assumptions around grants for 2024/25 are built upon the Provisional Local Government Finance Settlement and subsequent announcements. Where allocations have not been received, e.g. Public Health Grant no increase has been assumed; and for Homelessness Prevention Grant we have assumed the increase set out in the Governments' Homelessness Prevention Grant 2023 to 2025 announcement in December 2022.

Savings requirement and feasibility of the plans to achieve the required savings

- 5.1 Savings requirements are derived from our ongoing budgetary process which identifies the current year savings requirement and future years requirements based on a Medium Term Financial Plan which is refreshed internally on a regular basis. Where necessary revisions are made to the savings requirements if the financial and the non-financial environment changes significantly for individual services and the Council as a whole. For example, the MTFP has been adjusted to reflect the further demand increases in social care from 2025/26 onwards.
- 5.2 Regarding feasibility, each individual saving proposal goes through a review process involving service heads, directorate leadership teams, the Council's corporate leadership (CLT) team, lead members, various scrutiny panels comprising members and officers and Cabinet/CLT meetings.
- 5.3 For 2024/25 a specific risk has been raised around the savings proposals to be delivered from the Transforming Adult Social Care Programme. This has been identified through the governance process established for this programme. In addition, savings proposals in relation to Childrens & Education are not as clearly defined as would prudently be required at this stage of the process. The risk for both of these areas is mitigated by these savings being 'back loaded' i.e. the majority of cashable savings to be delivered beyond 2024/25, which gives the opportunity for subsequent review and additional plans. The risk in relation to the savings profile to be delivered in 2024/25 is mitigated by earmarked reserves.
- 5.4 A significant risk factor for some authorities is the inclusion of material estimates in relation to commercial ventures, partnerships and investment. The Council's exposure in this space is relatively limited with the main element being income from

our commercial estate which with budgeted income at £6.2m represents 1.6% of the Council's income. This is subject to ongoing monitoring throughout the financial year alongside the review of the adequacy of bad debt provisions.

- 5.5 The Council has a relatively low level of debt (estimated to be £63m as at 31st March 2024) with debt servicing costs relatively low. Going forward our plans for capital investment are increasingly reliant on borrowing and as internal balances decrease a greater proportion of this will be from external borrowing and we will have further financial exposure in this regard. Furthermore, this increased reliance on borrowing will increase the proportion of our budgets which we are required to set aside to repay debt principal (the 'minimum revenue provision') and to service that debt ('interest'). In order that these trends are fully reflected in our revenue estimates, capital and revenue expenditure plans are aligned and routinely cross-checked and provisions set aside in the 2024/25 budget are prudent.

Adequacy of reserves

- 6.1 Determining the appropriate level of reserves and balances is a matter of professional judgement based on individual circumstances such as size of budgets and their robustness, risks identified (both short and long term) and track record in budget money. They act as a safeguard against risks of a one-off nature and can only be replenished if in any one given year income exceeds expenditure. The Council holds a General Fund balance and a range of earmarked reserves for different purposes. The General Fund balance is the absolute last line of defence and a requirement to utilise this reserve would indicate severe financial difficulty.
- 6.2 A deep dive of the Council's reserve position was reported to the Audit Committee. <https://hackney.moderngov.co.uk/ieListDocuments.aspx?CId=555&MId=5558> in April 2023. The report noted that General Fund reserves were forecast to fall in the 2022/23 after an upturn experienced as a result of Covid grants and reliefs. Comparisons with other London boroughs show Hackney in the bottom third when comparing reserves as a proportion of net relevant expenditure. HRA reserves are comparable to other London boroughs and in recent years have seen some significant movements as we have been required to fund pressures such as increases in the bad debt provisions over and above that budgeted and additional pension charges. The report also noted that there were a number of identified financial risks in relation to areas such as social care, inflation (including energy), temporary accommodation and pay awards which necessitated continuing to hold earmarked reserves to mitigate financial impacts in both the General Fund and the HRA.
- 6.3 CIPFA publishes resilience indices for local authorities which sets out on a comparative basis authorities financial resilience. This looks at reserves levels in relation to budgets, use of reserves, external debt, council tax base and proportion of budgets taken up by social care. The updated index (2022/23) index is expected imminently and this will be reviewed and considered in the context of delivering against our MTFP.

6.3 Looking forward to 2024/25 and beyond, the table below sets out the forecast position as at the end of 2023/24 taking on board forecast reserves movements in 2023/24.

	£m
Overall General Fund Reserves as at 31st March 2023*	162.5
Less: General Fund Balance	17
Less: Schools balances	14.5
GF Reserves (exc GF bal & Schools Balances)	131
Forecast Net Reserves usage 2023/24 (note, this is an estimated figure which is subject to change depending on variations to the current year forecast and the level of capital financed from reserves at year end)	30.3
Forecast GF Reserves 2024/25 (excluding GF balances & Schools)	100.7

*As per note 8 to 2022/23 unaudited accounts

6.4 I have recently reviewed the Council's reserves to identify the usable reserves which are not committed (either contractually or are so specific it would be imprudent to unringfence, e.g. the insurance reserve) and they do not require the agreement of a third party to access (e.g. S256 balances held with local health partners). When we take these factors into account the available reserves are considerably decreased.

	£m
Forecast GF Reserves 2024/25 (excluding GF bal & Schools)	100.7
Committed Reserves (main elements are the PFI, the Insurance Fund & elections reserves)	10.9
Third Party Agreement (S256 agreements with health and other joint balances)	16.8
Capital Commitments (Parking reserve for climate and transport projects £4.2m, Fleet replacement reserve £4.9m and Town Hall sinking fund £4.4m)*	18.6
Other Earmarked reserves	54.4

*These are amounts prudently set aside from revenue to meet future costs mitigating the need to borrow. These, however, can be used for revenue purposes.

6.5 As set out in the main budget report there are a number of significant cost risks particularly around social care, temporary accommodation, savings delivery and the pay award.

6.6 Forecasts towards the end of 2023/24 highlight that despite additional funding built into the budget of £22.1m (£11.6m growth and £10.5m additional grant) for 2024/25 if social care spending continues to grow at the same average pace it has over the past

three years there is a requirement to earmark an estimated £10m for these cost pressures alone for 2024/25.

- 6.7 In terms of temporary accommodation, the Council is not experiencing the same level of pressure as some of our London counterparts. We also await an announcement around additional Homelessness Prevention Grant for 2024/25. There is a risk, however, that as the availability of affordable options for temporary accommodation decreases, increases in demand will result in increased use of more expensive nightly paid accommodation over and above this increased funding. This risk is very difficult to quantify and will be kept under review.
- 6.8 There is also a risk around savings delivery particularly in regard to Adult Social Care where there has been a delay in implementation and also in Children's Savings which are subject to consultation. Furthermore a 1% increase in the pay award over and above that budgeted (budgeted at 3%) generates a cost of pressure of £2.2m per additional 1%. In totality these risks amount to around £4m.
- 6.9 All of these risks will be monitored through our business as usual processes but it is noted there is a high risk that the potential financial impact of these risks should they materialise will exceed budgets and provisions set aside as part of the annual budget process resulting in further significant draw down from reserves. Although reserve levels are considered adequate to mitigate these risks for 2024/25 it is clear that action needs to be taken to as far as possible to minimise the drawdown from reserves both next year and future years.
- 6.10 Attention is also drawn to the Council's negative reserve in relation to the Dedicated Schools Grant deficit which currently stands at £17m. With the statutory override which allows the Council to hold this negative reserve on the balance sheet ending in March 2026, there is a risk that if there is no extension of this override or DfE funding to meet this deficit, this will need to be covered from the Council's reserves.
- 6.11 Staying with Education, the Council holds on its balance sheet net schools balances of £12.4m. These are an amalgam of deficit and surplus balances across our maintained schools. The impact of inflation alongside falling rolls has meant that more of our schools are now in deficit. This is a financial risk to the Council as where a school closes, for example, as a result of insufficient pupil numbers the cost of redundancies and any remaining deficit balance are borne by the Council's General Fund. The Council works closely with schools in a deficit position to develop recovery plans which contributes to mitigating this risk.
- 6.12 Finally, the Council's General Fund Reserve is set at £17m which represents 4.5% of the net General Fund budget. Historically, the aim has been to hold the General Fund balance at around 5% of the net General Fund budget. Last year the then Group Director of Finance and Corporate Resources signalled his intention for this to raise to £20m over the three year period to 2026/27 (from the 2022/23 level of £15m) to reflect the cash increase in the Council's budget and the risk therein. It is my intention to continue this direction of travel and to review the earmarked reserves and identify a further £3m to reach this £20m.

HRA estimates, reserves and balances

- 7.1 The budget for the Housing Revenue Account (HRA), including the setting of rents for 2024/25 was approved by Cabinet in January 2024. The budget was following an update and review of the 30-Year HRA Business Plan for 2024/25 onwards. The 30-Year Business Plan is a statutory requirement and demonstrates that the HRA is financially viable whilst continuing to deliver the Council's Housing priorities. The budget was set taking into account decisions made in relation to HRA reserve levels designed to improve the resilience of the HRA. The financial strategy and approach to risk management within the HRA business plan support the delivery of the Council's strategic housing objectives in a manner that is sustainable and keeps the HRA on a secure financial footing.
- 7.2 In setting the HRA business plan we follow the HRA Voluntary Code of Practice covering six Principles that describe what the sector considers as essential elements for the continued sustainability of a self-financed HRA Financial viability. The finance Principle is that the housing authority has put in place arrangements to monitor the viability of the housing business and takes appropriate actions to maintain viability. Therefore, the following framework has been designed for assessing the viability of the HRA Business Plan and is being applied within the current model. These metrics are based on successful operation of similar minimum/maximum metrics across the housing sector. They represent a sound and effective way of managing borrowing and investment capacity:
- A minimum closing reserve balance of 10% of total revenue expenditure
 - An Interest Cover Ratio set at a minimum of 1.25, defined as net operating surplus divided by HRA interest costs;
 - A Loan to Value ratio set at a maximum of 70%, defined as outstanding HRA borrowing (HRA Capital Financing Requirement) divided by total asset valuation of HRA assets on the balance sheet.
- 7.3 Adopting these measures and testing changes to the plan against them will enable the Council to maximise its outcomes whilst ensuring a financially sustainable Business Plan is always in place. It will also ensure that decision making on future HRA capital schemes becomes more efficient in terms of considering long-term income and expenditure forecasts.
- 7.4 Therefore as part of setting the budget for 2024/25 we plan to move to a HRA General reserve balance of £17.6m by the end of March 2024 which gets us to 10% of total revenue expenditure. This reserve balance will enable us to manage the risks facing the HRA such as the inflation risks in respect of construction and building maintenance costs, the cost of living crisis and its impact on rent collection and the requirements of the Building Safety Act.

Capital programme

- 8.1 Attention is also drawn to the ambitious capital programme which is set out in Section 22 to this report. The programme (including HRA schemes) total over £1.5bn in the four years to 2026/27 and as current capital receipts are earmarked to existing schemes, borrowing will increase. This borrowing includes for the medium term where it is anticipated that capital receipts will be generated from the later sale of private homes (e.g. Britannia Phase 2b and Regeneration schemes) but also for the longer-term where there is no receipt generated or other funding source identified (primarily refurbishment, asset maintenance or investment assets). For this long-term borrowing the Council is required to set aside sums in its revenue budget to both service the interest on its debt and to repay the borrowing. This latter amount is referred to as the minimum revenue provision (MRP). Whilst for 2024/25 £9.9m (including PFI) is budgeted for both these sums this is anticipated to increase to around £24m by 2027/28 (the end of the medium term period), increasing from 2.6% to 6.0% of the Council's net revenue budget.
- 8.2 It is imperative that the Council continues to maintain tight control of the capital programme and its revenue and cash flow impacts. Section 23 of the budget report sets out the requirement of The Prudential Code for Capital Finance in Local Authorities 2021 (the Code) and how the Council adheres to this and sets the required limits. The Code 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. Furthermore, Appendix 3 sets out the Council's Treasury Management Strategy, which was recommended for approval by Council, by the Audit Committee at its meeting on 31 January 2024.

Conclusion

- 9.1 In conclusion it is the opinion of the Interim Group Director of Finance (S151 officer) that estimates and balances are sufficiently robust and at the appropriate level with due regard to the risks set out in this statement. There has in recent years been a decline in the level of earmarked reserves which we hold against specific risks as those risks have materialised and reserves drawn down. It is important, in order to maintain our financial resilience and to avoid the requirement to make short-term decisions which will impact on our residents, for the Mayor, Cabinet and the Corporate Leadership Team to develop robust plans to deliver against the revised Medium Term Financial Plan included at Appendix 5 to this budget report. This will mitigate further significant decline in our reserves.
- 9.2 Furthermore, the clear advice of the Interim Group Director of Finance is that the current level of General Balances should be held at the existing position of £17m which is in line with our current policy to not allow the general balance to drop below £17m. Cognisant of the uncertainty in which this budget is set and the ongoing nature of some of the risks set out the aim is to increase these to £20m over the medium term period to 2026/27 from a review of current earmarked reserves.

Recommendation

The S151 officer emphasises that it is critical in order to maintain our financial resilience and to avoid the requirement to make short-term decisions which will adversely impact on our residents, for the Mayor, Cabinet and the Corporate Leadership Team to develop robust plans to deliver against the revised Medium Term Financial Plan included at Appendix 5 to this budget report.

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Cumulative Equality impact assessment - Council Budget 2024-25

1. Context

The Medium Term Financial Plan presents an indicative budget gap of £22.5m in 2025-26. The indicative cumulative budget gaps in the following two years are £34.6m and £52.3m respectively. The aim is to deliver as large a proportion of the budget reductions required through transforming the way the Council delivers some of our services, but are inevitably some difficult choices to make. We will look to make these in a measured way and will continue to consider the cumulative impacts on our residents and how these will be managed.

This Cumulative Equality Impact Assessment has been developed iteratively as budget for 2024/25 has been developed. It will be kept under review to support future budget setting, the implementation of savings and to help shape transformation and inform corporate planning. The assessment has been done at the same time as we have been developing a new Equality Plan for Hackney for 2024-26 and the plan has been informed by the assessment and mitigations needed.

2. Background

In 2018, Hackney adopted a long term vision for the borough, the Community Strategy.

1. A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth
2. A borough where residents and local businesses fulfil their potential and everyone enjoys the benefits of increased local prosperity and contributes to community life
3. A greener and environmentally sustainable community which is prepared for the future
4. An open, cohesive, safer and supportive community
5. A borough with healthy, active and independent residents

This vision recognised that, since early 2000s, Hackney has become a vibrant place and that the Council had helped shape this dynamic economy and the opportunities that have been created for residents. The vision recognised that not all residents had benefited from the prosperity and set a broad strategic aim to focus on aspects of the economy we could influence, to enable better access and a share of good economic growth and prosperity.

Hackney faces even greater inequality and poverty, impacting those who were already disadvantaged the most. There are national drivers affecting our communities- the cumulative impacts of the pandemic, which are complex and manifold, the cost of living crisis which has worsened levels of poverty, economic uncertainty, wage stagnation and global crises. Locally, Hackney like other London boroughs is seeing a changing demographic, with fewer families and a housing crisis. Hackney has challenges building trust and confidence with significant groups of residents who are more likely to be disadvantaged. We have a workforce that is

having to respond to a growing need in a community, whilst experiencing the cost of living crisis themselves. This has all also exposed more greatly the deep rooted structural and systemic inequality. Trying to respond with a shrinking Council budget and public sector budget, and growing demand is extremely challenging.

The Strategic Plan 2022-26 identifies how much more difficult it has been therefore to work towards the long term vision. This cumulative equality impact assessment needs to be understood in this wider context.

3. What is a Cumulative Equality Impact Assessment?

The Public Sector Equality Duty requires us to demonstrate how Council decisions give due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, with regards to protected characteristics.

Whilst due regard is not well defined in the Duty, Hackney's is based on the Equality and Human Rights Commission's technical guidance, which draws on a set of principles from case law ("Brown Principles"). An Equality Impact Assessment is not required in this guidance, keeping a record of this process is the best way to demonstrate how consideration has been given. This should be integrated into the key decision making documents and can also be shown in separate analysis.

In Hackney, our equality impact assessment asks decision makers to consider the impact on groups protected by the 2010 Equality Act and also those experiencing social and economic disadvantage, and any other groups who might be identified as vulnerable.

Guidance from the Equality and Human Rights Commission advises that 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. This means that alongside ensuring that equality impact assessments are carried out for individual decisions that have a material impact on staff or residents, we also undertake a cumulative impact assessment when there are a range of savings or changes being proposed at the same time. The cumulative impact assessment helps us to understand:

Council Services: The compounding impacts on a specific equality or vulnerable group that arise from changes across a set of services; and

Wider Services: The knock on impact on other services arising from a cut or change to a Council Service

In considering these impacts we look at:

Potential Impact: Future costs that may arise as a result of current savings

The wider social and economic context and the way this might exacerbate any impacts;

Indirect Impact: The way impacts on individuals might impact the wider community or place; and

Community Impact: Wider risks to the reputation of the Council or wider area e.g. trust, community cohesion or business confidence)

Cumulative impact assessments help ensure decisions are:

- To ensure we are being fair – and understand how we might be disproportionately or disadvantaging one group because of their protected characteristic or vulnerability or because they are already disadvantaged
- To therefore promote good relations between communities because we are making decisions that are fair
- To try to anticipate all consequences as far as possible so that this informs final decision making and implementation
- To identify risks to delivering our strategic vision and strategic plan

The cumulative impact assessment builds on the last budget cumulative impact assessment undertaken for 21/22 and a cumulative impact assessment of the pandemic impacts summarised [here](#).

4. Which proposals have equality impacts?

Area	24/25 5£m	25/26 6£m	26/27 7£m	Total £m	Is there an impact? Is EqIA needed?	Details of staff impacted	Resident groups impacted summary	Type of Change
12 AREAS								
Parking	2.5	0.4	0.4	3.3	No impact. No EqIA needed.	None	None	No impact expected
Estates work	1.05	0.45	0	1.5	Indirect impact. EqIA will support implementation	None	Potential indirect impacts	Potential indirect No impact expected impacts on voluntary sector and on reduced resident contact points
Public Health	1	1	1	3	There is an impact. EqIAs needed for contract reviews. Preventative work will need to be underpinned by equality analysis.	None	Children and Young People Residents with multiple needs	Positive impacts intended by moving to: Early help and Preventative work Empowerment and independence Change, in itself, has an impact which needs to be understood. Potential impact on other services and partners.
Adult Social Care Transformation	0.77	1.78	3.31	5.86	There is an impact. EqIAs will be needed for each strand of		Older residents , Residents with multiple needs	Positive impacts intended by moving to: Early help and Preventative work Empowerment and

Area	24/25 5£m	25/26 6£m	26/27 7£m	Total £m	Is there an impact? Is EqlA needed?	Details of staff impacted	Resident groups impacted summary	Type of Change
					work.		Disabled residents	independence Change, in itself, has an impact which needs to be understood. Potential impact on other services and partners and parents / carers.
Street Cleansing & Waste	0.65	0.65	0.7	2	No impact. No EqlA needed.	Changes to working hours under flexible working	None	Potential impacts on reduced service standards
Income Generation	1.4	0.5	0.3	2.2	No impact. No EqlA needed.	No	None	No impact expected
Future workforce & corporate centre 2024/25	1.4	0.6	0.3	2.3	Potential indirect impact in future years (not 24/25) EqlA needed for future plans	Not clear yet.	Not clear yet	Not clear yet.

Children's Centres	1.1	1	1.9	4	There is an impact. EqlA will be developed to support the final decision.	Women from black and global majority backgrounds	Children, particularly Black and Global Majority heritage Children being assessed as being, in need of early help Parents and carers	Positive impacts intended by ensuring support is focused on children most in need. Change, in itself, has an impact which needs to be understood. Negative impact on children, parents and carers using specific children's centres under review. Potential impact
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								on other services and partners.
Young Hackney	0.5	0.5	0	1	There is an impact. EqlA completed.	Majority (65.5%) are women from black and global majority backgrounds and over 80% aged under 50 years	Children and Young People, Black and global majority residents, Socio-economically disadvantaged groups	Negative impact on capacity for: Early help and Preventative work Empowerment and independence. Positive impact: by focusing on adolescents (10-19 years olds, and up to 25 years for young people with SEND Potential impact on other services and partners.
SEN transport	0.25	0.25	0	0.5	There is an impact. EqlA will be developed to support implementation		Disabled children	Positive impacts intended by moving to: Empowerment and independence Change, in itself, has an impact which needs to be understood. Potential impact on other services and partners, and parents / carers.
DISCRETIONARY								
Area	24/25 £m	25/26 £m	26/27 £m	Total £m	Is there an impact? Is EqlA needed?	Details of staff impacted	Resident groups impacted summary	Type of Change
Stoke Newington Library Two year saving related to temporary closure that was already planned	0.175	0.073		0.248	No impact. No EqlA needed.	Permanent library staff will be redeployed. 4 apprentice roles will not be recruited to.	Indirect- no apprentice roles created.	Reducing service standards (temporarily)
Communications	0			0.17	No impact. No EqlA needed.	None	None	No impact expected

Love Hackney	0.04	0.04		0.08	There is an Impact. Resident awareness will be monitored.	Older residents, Disabled residents	Resident contact points	Impact on reduced resident contact points
Parks	0.1			0.1	No impact. No EqIA needed.	None	None	No impact expected
Introduction of chargeable garden waste service to residents	0.35	0.118		0.468	No impact. No EqIA needed.	None	None	Reducing service standards
Reduce the spend on the intelligence hub by 50%.	0.22			0.22	There is an impact. EqIA completed.	5 staff affected	Women LGBTQIA communities social disadvantaged communities all disproportionately affected by crime.	Negative impacts: On place Reducing service standards On partners and other services
Enforcement.	0.301	0.101		0.402	There is an impact. EqIA completed.	3 staff affected	Potential impact depending on whether Fixed penalty notices (FPN) affect certain groups more than others.	Increase in FPN may affect some groups
Changes to cash management channels	0.141			0.141	No impact. No EqIA needed.	3 staff affected, one agency	None	No impact expected
Regeneration	0.2			0.2	No impact. No EqIA needed.	None	Indirect	Impact on place On partners and other services
Private rented	0.2			0.2	No impact. No EqIA needed.	None	None	No impact expected

5. Analysis

5.1 Groups most impacted by change

The groups who are most affected cumulatively by proposals where impacts are likely to be *positive* are:

- Children and young people and households with children - particularly 0-9 year old children who are black or global majority
- 10-19 year old children who are black or global majority
- Black and global majority staff
- Children with special educational needs or identified as in need of early help
- Residents with multiple needs, including older residents and those who are learning disabled

The groups who are most affected cumulatively by proposals where impacts are likely to be *negative* are:

- Children and young people and households with children - particularly 0-9 year old children who are black or global majority
- Black and global majority staff

Children from black and global majority groups, children with special educational needs and children who have been identified for early help are most impacted cumulatively by proposals. This is because there are there are significant proposals under Children's Centres and Young Hackney. Both proposals, however, consider how resources can be better targeted at those in greatest need, so that black and global majority children. The observations and recommendations below address the need to develop more granular analysis and keep intended outcomes under review.

5.2 Proposals have largely been developed over a medium term 2-3 year time frame

This means that many proposals are still at an early stage. As the detail is developed, a more detailed equality analysis and impact assessment will be needed. **The proposals that require a more detailed equality analysis and impact assessment are identified in the table above.**

Furthermore, there are proposals that are unlikely to have an impact in 24/25, but may have an impact in future years, depending on the detail. **The proposals that are likely to have a future impact have been identified in the table above.**

5.3 Proposals move to more empowering models of service that promotes independence and work upstream, supporting prevention and early help

Proposals coming forward from Adults Social Care, Public Health and Children and Education (SEND) all present a more positive, enabling and empowering model of public service delivery. Proposals coming forward from Public Health are seeking to move resources "upstream" and proposals from Young Hackney are seeking to prioritise preventative work, and to support further integration with health partners, for example via the super youth hubs.

These proposals, which are intended to deliver positive outcomes, can, nevertheless, have negative, unintended, consequences which need to be understood. **We need to keep impacts under review and be prepared to modify approaches to ensure outcomes are as intended.**

Even when proposals are intended to deliver positive outcomes, change, in itself, has an impact. **The differential impact of change on groups should be analysed**

and kept under review. Specifically, some groups may need more support or advocacy to be able to be truly empowered. **To support this, a detailed consideration of who these groups are, how they are best engaged and supported, would help ensure that the intended outcomes are achieved.**

More savings of this nature may be coming on stream in future years as we have to look at more budget areas. There will be a common set of conditions needed to help us move to more empowering, upstream models of service delivery- including communications, partnerships and the development of community based work.

There is an opportunity to look at an approach to early help and prevention across the system so we can better pool resources as we develop the right conditions for this change to happen.

A communications and engagement plan that includes service users, carers, families, the voluntary and community sector and the wider community will help ensure that people understand the positive ambitions and can feed back on how changes are working in practice.

5.4 Proposals are intended to target support to those who need it most

Proposals which are intended to deliver positive outcomes can nevertheless still have impacts on current user groups, who can no longer access the service or the service as it was. There will be an overall reduction in capacity across all areas of Young Hackney, and changes in Children's Centres. There will be changes to contracts in Public Health. **These proposals are identified in the table above. The implementation will need to be kept under review, to ensure that the targeting of support is having the intended impact, and the impacts on those who can no longer access service, can be justified.**

5.5 Impact on Voluntary and community sector

Proposals in this tranche of savings and future plans will cumulatively impact on the overall resources available for the voluntary and community sector.

Savings proposals impacting on the VCS should be looked at in the round and plans to mitigate impacts should also be looked at in the round, so we are coordinated about:

- Plans to leverage in external funding
- Plans to work collaboratively with the VCS sector to be as effective as possible in diversifying income
- Plans for savings across the system

5.6 Impact on place

As more detailed proposals come on stream during 24/25, and we reduce the level of service, we will need to explain why we have had to make these choices because other savings would have greater impacts. There is a potential impact on place arising from community safety- we need to ensure we do not unintentionally create new problem areas or hot spots that cost more to manage in the longer term.

We also need to undertake work that helps us reset civic expectations and responsibilities of the role residents have to play.

5.7 Impact on partners

There is an opportunity to engage proactively with partners about plans and where there might be opportunities to work in partnership to develop solutions and approaches. Proposals could make more explicit reference to current plans for engaging partners. **Further plans to engage partners, underpinned by a stakeholder analysis linked to these proposals should also be developed.**

5.8 Impact on staff

A large number of staff are not impacted by these proposals but where staff are impacted, proposals are disproportionately impacting women from black and global majority groups. Staff will also be impacted by changes to terms and conditions. In some cases staff will be impacted by changing expectations or more demand. **We will need to keep these impacts and mitigations under review, and they will need to inform workforce plans and the wellbeing strategy that is under way.**

6. Recommendations

6.1 To undertake the more detailed analysis identified in section 5 to understand the impact of proposals agreed for 24/25

6.2 To update this assessment to reflect this more detailed analysis and as new proposals are developed for 25/26

6.3 To use the thematic analysis and actions proposed to inform:

- future budget setting
- the implementation of future savings
- Plans for transformation
- corporate planning

The assessment has been done at the same time as we have been developing a new Equality Plan for Hackney for 2024-26 and the plan has been informed by the assessment.

7. Detailed overview of impacts

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
12 AREAS								
Parking The saving can be delivered through increased income arising from the continuing implementation of the Parking Enforcement Plan and including sustainable income achieved over the last couple of years in the budget. (agreed in July Cabinet)	2.5	0.4	0.4	3.3	No EqIA needed. This is about securing income from enforcement so there shouldn't be an impact.	None	None	No impact expected
Estates work This workstream incorporates a range of activities aimed at maximising the financial contribution from our commercial estate; ensuring the efficient and effective operation and maintenance of our corporate buildings (incorporating the implementation of a Corporate Landlord model and a review of our assets generally including the	1.0 5	0.45	0	1.5	Indirect impact. EqIA will support implementation There could be impacts in the future arising from any plans around disposal and consolidation of assets, This work needs to be closely linked to wider asset management work and Space Bank commitments.	None	Potential indirect impacts	Potential indirect No impact expected impacts on voluntary sector and on reduced resident contact points

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
sustainability of assets in the VCS portfolio). (agreed in July Cabinet)								
<p>Public Health An exercise is being undertaken in the service to review all service contracts and associated end dates. A working group will then be established to review service pathways and to establish which contracts can deliver further efficiencies through rebadging of eligible expenditure to ensure we adhere to the Public Health grant conditions.</p> <p>The proposal focuses on how Public Health funding and Council funding could be optimised to better tackle health inequalities.</p> <p>Funding will be moved from “downstream” services like smoking cessation, mental health and sexual health to “upstream” preventative</p>	1	1	1	3	<p>There is an impact. EqIAs needed for contract reviews. Preventative work will need to be underpinned by equality analysis.</p> <p>In the short term, there could be a set of equality groups who are more impacted than others because they are overrepresented in “downstream” services. There could also be a wider community impact in some cases if vulnerable people no longer receive support they were used to accessing.</p> <p>The equality impact assessment and cumulative impact assessment of any specific contract endings or revisions should be undertaken - eg CHYPS. This analysis should inform fine tuning of plans for decommissioning downstream services.</p> <p>Underperformance of CHYPS</p>	None	<p>Children and Young People</p> <p>Residents with multiple needs</p>	<p>Positive impacts intended by moving to: Early help and Preventative work Empowerment and independence</p> <p>Change, in itself, has an impact which needs to be understood.</p> <p>Potential impact on other services and partners.</p>

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>work that focuses on the “drivers of wellbeing.”</p> <p>(Recommended for approval December Cabinet)</p>					<p>contract is noted - but also the need to still meet the needs that the CHYPS service was set up to address.</p> <p>Health in all policies: Proposals for preventative work need to be underpinned by population health needs analysis and kept under review, to ensure that the changes do have the intended preventative impact and impact on Council budgets.</p>			

Area	24/ 25 £m	25/ 26 £m	26/ 27 £m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Adult Social Care Transformation Programme LBH ASC are working with a Delivery Partner, Newton Europe, to design and implement a significant programme of change, called the 'Transforming Outcomes Programme'. The programme is currently in the 'Design' phase. This is when teams will collaborate to design solutions and changes to realise opportunities to deliver better outcomes identified through a diagnostic activity that took place in Spring/Summer 2022.</p> <p>Recommended for approval December Cabinet</p>	0.7 7	1.78	3.3 1	5.86	<p>There is an impact.</p> <p>EqIAs will be needed for each strand of work.</p> <p>The assumption is that the savings proposed are primarily “cost avoidance”</p> <p>The Transformation Programme also identifies alternative support that could be provided and also how services are commissioned.</p> <p>This will help us understand the groups who may need more support or advocacy to be able to be truly empowered. To support this, a detailed consideration of who these groups are, how they are best engaged and supported, would help ensure that the intended outcomes are achieved.</p> <p>Insight on outcomes from service users, family and carers on the changes should be tracked by equality group.</p> <p>A communications and engagement</p>		Older residents , Residents with multiple needs Disabled residents	<p>Positive impacts intended by moving to: Early help and Preventative work Empowerment and independence</p> <p>Change, in itself, has an impact which needs to be understood.</p> <p>Potential impact on other services and partners and parents / carers.</p>

Area	24/ 25 £m	25/ 26 6£ m	26/ 27 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
					plan that includes service users, carers, families, the voluntary and community sector and the wider community will help ensure that people understand the positive ambitions and can feed back on how changes are working in practice.			
Street Cleansing & Waste - route optimisation and increasing commercial charges in line with inflation in 2024-25 and proposals which are arising out of service transformation in 2025-26 & 2026-27 Recommended for approval December Cabinet	0.6 5	0.65	0.7	2	No impact. No EqIA needed. There will be changes to working hours under flexible working, there is also flexibility in the model to meet preferences if new working patterns don't suit. Removal of waste liners might impact on those on low incomes if they decide to still line food bins- and may lead to fewer participating in food recycling. Changes to waste liner need to be communicated so that people understand the changes in practical terms, but they also need to be explained in wider communications plans about the difficult choices we are having to make.	There will be changes to working hours under flexible working, there is also flexibility in the model to meet preferences if new working patterns don't suit.	None	Potential impacts on reduced service standards

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Income Generation Development of commercial approach to traded activities and maximisation of income generation opportunities. This will include a review of financial sustainability of existing trading activities to ensure that they at least cover the full cost of providing the service, and exploration of new areas to maximise income. This work will include the development of a commercial strategy. Recommended for approval December Cabinet</p>	1.4	0.5	0.3	2.2	<p>No impact. No EqlA needed.</p> <p>Current proposals do not introduce any changes that impact on public services or impact on delivery of public services in any other way.</p>	No	None	No impact expected
<p>Future workforce & corporate centre 2024/25 savings will be achieved through a combination of the benefits of hybrid working possible through the changes introduced throughout the pandemic, which has resulted in less expenditure on items such as equipment, printing and stationery plus an efficiency</p>	1.4	0.6	0.3	2.3	<p>EqlA needed for future plans to identify groups impacted by 2025/26.</p> <p>24/25 savings are identified as efficiencies that do not impact on services to residents.</p> <p>Medium term: unclear what proposal is as yet.</p>	Not clear yet.	Not clear yet	Not clear yet.

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
target for corporate support services. 2025/26 savings may impact on residents. Recommended for approval December Cabinet								

<p>Children's Centres An independent review of Children's Centre childcare provision was undertaken by Ernst and Young over a period of 9 weeks. A 12 week statutory consultation and engagement period has now started on the restructuring of early education and childcare provision delivered by the children's centres funded by the Council to deliver subsidised childcare, as a means to achieving greater efficiency. The consultation is scheduled to commence on 31 January to 24 April 2024.</p> <p>For January Cabinet</p>	1.1	1	1.9	4	<p>EqlA will be developed to support the final decision. <u>Cabinet Paper</u></p> <p>The Cabinet Paper identifies that vulnerable and disadvantaged families, as well as speakers of other languages, may need additional support to engage with the consultation or be engaged via non-traditional means.</p> <p>The final proposal will demonstrate how proposals are intended to to prioritise support to marginalised and vulnerable children and families with the creation of SEND provision, child in need places, and enable lower income families to continue to access early education in order to reduce inequalities in child development, and school readiness.</p>	Women from black and global majority backgrounds	Children, particularly Black and Global Majority heritage Children being assessed as being, in need of early help Parents and carers	<p>Positive impacts intended by ensuring support is focused on children most in need.</p> <p>Change, in itself, has an impact which needs to be understood.</p> <p>Negative impact on children, parents and carers using specific children's centres under review.</p> <p>Potential impact on other services and partners.</p>
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Area	24/ 25 £m	25/ 26 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Young Hackney The aim is to design a future service model that will continue to meet the Council's statutory duty to secure educational, recreational and leisure time activities, and sufficient facilities for such activities and respond to the identified needs of young people across the borough over the next decade - Supporting early intervention to address the broad range of needs and risks children and young people can experience; removing barriers to their progression and helping them to build resilience and develop qualities and skills for life so that they have opportunities to develop their potential in education, employment and enterprise, feel healthy and safe and contribute to civic society and local community.</p>	0.5	0.5	0	1	<p>EqIA completed here Proposal applies % reduction evenly across all universal, targeted and commissioned activity. Impact assessment should consider the impacts of this proposal on residents and on staff and to explain why the % saving has been applied rather than redesigning or protecting of some services over others. EqIA raises concerns that there will be gaps in provision which would impact negatively on young people and families, possibly causing more problems and costs later.</p>	Majority (65.5%) are women from black and global majority backgrounds and over 80% aged under 50 years	Children and Young People, Black and global majority residents, Socio-economically disadvantaged groups	Early help and Preventative work Empowerment and independence

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
DISCRETIONARY all for Jan Cabinet								
Stoke Newington Library Two year saving related to temporary closure that was already planned	0.1 75	0.07 3		0.248	No impact. No EqlA needed.	Permanent library staff will be redeployed. 4 apprentice roles will not be recruited to.	Indirect- no apprentice roles created.	Reducing service standards (temporarily)
Communications Hold a Service Director Vacancy pending a leadership review. (one off)	0			0.17	No EqlA needed. The service includes one vacant post Strategic Director Engagement, Culture and Organisational Development. The functions of the post have been redistributed across the Council and there are no plans to recruit to this post.	None	None	No impact expected

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Love Hackney The proposal is to reduce the number of Love Hackney editions in the year. We produce our print magazine Love Hackney c. 6-10 editions per year. Each edition costs c. 20k in paper, print and distribution costs. We are going to trial limiting our number of editions we print to see if we can maintain providing the information residents need with a decreasing number of editions each year.</p>	0.04	0.04		0.08	<p>There is an impact Resident awareness will be monitored - should it drop significantly, we will have to review our approach. Residents will eventually receive 6 as opposed to 10 editions of Love Hackney per year. This could be seen as further impacting those who are most excluded from digital information and could have an equality impact. 10 % of people prefer to access information via Hackney Today according to the last resident survey (and 16% of 45-64 year olds and 19% of over 65s). 6% of residents have never used the internet, but this rises to 33% for over 65s.</p>		Older residents, Disabled residents	Impact on reduced resident contact points
<p>Parks The savings proposed includes the following:</p> <ul style="list-style-type: none"> • Seasonal Bedding / Bulbs: Removing all seasonal bedding in parks and green spaces • Waste Collection (Evening): Stopping the evening / night litter collection within Parks and 	0.1			0.1	<p>No EqlA needed. The choices we have had to make about seasonal beddings and waste collection will need to be explained as part of wider communications.</p>	Some staff affected by overtime ending.	None	Reducing service standards Impact on place

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
Green spaces in the summer months (April - Sept)								
<p>Introduction of chargeable garden waste service to residents This brings the service in-line with most other boroughs. Hackney currently offers a free of charge service, whereas 66% of London boroughs (and a greater proportion nationwide) apply a charge for garden waste services.</p> <p>Introduce a new subscription service of £85 per subscription, whereby residents will only be entitled to utilise the service if subscribed and the annual service fee paid. This is a model adopted by many local authorities, and is known as a 'subscription service' or 'chargeable service'.</p> <p>Properties on estates using</p>	0.3 5	0.11 8		0.468	<p>No impact. No EqlA needed. Hackney is anomalous in offering a free service and those with gardens are more likely to be able to afford the £85. Changes need to be communicated so that people understand the changes in practical terms, but they also need to be explained in wider communications plans that set out the big picture challenges and the difficult choices we are having to make.</p> <p>Provide advice about composting schemes.</p> <p>Look at potential for communal composting projects.</p>	None	None	Reducing service standards

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>the communal garden waste service share bins, as such charging per bin would not be feasible. However, there is the potential to introduce an ad hoc collection, per bag, garden waste service as part of a phase 2.</p> <p>(off set by one off investment of £150k)</p>								

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Reduce the spend on the intelligence hub by 50%.</p> <p>This change proposal affects the Community Safety Intelligence Hub (Intel Hub) and would result in a reduction in staff from 8 to three posts. Consequently only the Partnership Analyst and Performance Manager, Partnership Analyst and one Intelligence and Demand Officer will remain within the Intel Hub. This would result in only the retention of the :-</p> <p>Partnership Analyst and Performance Manager</p> <p>Intelligence and Demand Officer</p> <p>Part Time Administrator and Finance Officer</p>	0.2 2			0.22	<p>There is an impact. EqIA needed.</p> <p>A detailed impact analysis is needed to understand any mitigations This is crucial in providing the evidence base upon which decisions are made, and in ensuring that our finite resources are focused and targeted; on the places and people that require them the most.</p> <p>This will affect provision in other areas such as our street users interventions and the service we provide to internal and external community safety partners. There is likely to be redundancies</p>	5 staff affected	Women LGBTQIA communities social disadvantaged communities all disproportionately affected by crime.	Negative impacts: On place Reducing service standards On partners and other services

Area	24/ 25 £m	25/ 26 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Enforcement The proposals for 2024/25 Includes:- Increasing the Fixed Penalty Notice (FPN) fine to £300 with an early payment reduction to £200 which is projected to bring in £152k. To mainstream the additional manifesto commitment allocation of £83k into the Enforcement Officer duties which will produce an overall saving of £83k Reduce one EO post at £51K. To increase the number of fixed penalty notices issued by 50 at £300 per ticket giving an additional revenue of £15k. The increase is in line with an increase in the use of FPNs over the last 3 years. The proposed saving for 2025/2026 will see a further reduction of 2 EOs provides a saving of £102K</p>	0.3 01	0.10 1		0.402	There is an impact. EqIA needed to help understand whether FPN increase will affect any groups who are already disadvantaged.	3 staff affected		Increase in FPN may affect some groups

Area	24/ 25 £m	25/ 26 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Changes to cash management channels: Savings of £141,459 per annum could be achieved through closing the Council's Self-Service Payment Centre. The Council will continue to accept cash payments through more than 100 Post Office and PayPoint locations across the borough.</p> <p>The analysis in the template shows how cash payment trends have changed since the period of lockdown restrictions due to the Covid-19 pandemic (an 80.78% reduction in payments made through the Self-Service Payment Centre in 2023/24 year to date compared to 2019/20). Interviews with a sample of users of the Self-Service Payment Centre have shown that a majority (63%) pay by card rather than</p>	0.1 41			0.141	No EqlA needed. Residents can continue to pay in cash in a large number of convenient locations across the borough and the number of residents using the Self-Service Payment Centre has reduced very significantly from pre-pandemic levels.	3 staff affected, one agency		No impact expected

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>cash.</p> <p>Arrangements are being made to ensure that all payments that can currently be made through the Self-Service Payment Centre are available through other cash payment channels. The only remaining area still under investigation is leaseholder service charges (for which 30 cash payments were received between April - September 2023).</p>								

Area	24/ 25 £m	25/ 26 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Regeneration The proposal involves a reduction in the Regeneration and Economic Development revenue staff budget (£100k) and in the revenue non staff budget (£100k) for the service.</p> <p>The staff revenue savings proposal can only come into effect once the Regeneration and Economic Development service restructure is complete (Spring 2024 but exact date tbc) as the savings are linked to a restructure of the service. The non staff revenue budget saving can come into effect from the start of the new financial year- April 2024.</p>	0.2			0.2	<p>No EqIA needed Less funding available to commission consultants to carry out regeneration and economic development work. Less revenue budget available for regeneration and economic staff but the service restructure will take this into account.</p> <p>Potential impact on all Regen and ED related manifesto commitments in terms of speed of delivery and completion.</p>	None	None	Impact on place On partners and other services

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Private rented sector Over the last twenty years, the private rented sector in Hackney has grown from around 10,000 units of stock to over 32,000 units in 2023, one of the fastest growing stock rates in the UK. The private rented sector currently constitutes the single largest housing tenure in Hackney. The Private Sector Housing (PSH) team is responsible for intervention within this particular housing stock. Work requirements for the team in 2023 are vastly different and vastly increased including for example: dealing with damp and mould, fire safety, licensing, enforcement and advice to landlords and tenants. Private sector housing (one off)</p>	0.2			0.2	<p>No EqlA needed. Amended working practice to focus efforts on frontline - saving is achieved by not taking up additional £200k</p>			No impact expected

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Scrutiny Panel

Budget Scrutiny Report on the Council Budget 2024/25

Summary of outcomes from Scrutiny Panel and the Scrutiny Commissions

29 January 2024

Overview and Scrutiny

FOREWORD

As Chair of the Scrutiny Panel I'm pleased to present the report of Hackney Council's Overview & Scrutiny function on the Council's budget proposals for 2024/25.

This year we reviewed our budget scrutiny processes to widen participation and transparency in the process. Members of the four themed standing Scrutiny Commissions examined proposals in their area and this report contains detailed comments which arose from those individual sessions and from the overarching Scrutiny Panel. That comprises the Chair and Vice Chair of each Commission.

We acknowledge all the hard work officers and Cabinet Members put in to preparing for and contributing to each session, in addition to their many other responsibilities, and we note that the volume of information provided this year (including in the regular Budget Overview report to the regular Scrutiny Panel meetings), far exceeded what was provided to us in the past. We are most grateful for this level of constructive engagement and we have greatly benefited from the quality of the information provided to us in performing our functions.

I would like to thank Commission Members both elected Councillors and Co-opted Members including our Youth Parliament members who gave additional time to the process on top of their existing commitments to Scrutiny and used their knowledge and experience to bring a focussed and skillful challenge. I would also like to thank the Scrutiny Team who have worked tirelessly to develop this process.

As a Scrutiny function we recognise that these are unprecedented times for the Council as it faces some tremendous challenges in balancing its budget. There are residents in Hackney who are in acute need and the Council is working very hard to ensure it can provide the basics for them in order to give them shelter, security and good health. Whilst finding ourselves in this difficult financial position wasn't of our making, this is the financial reality now faced by so many Councils.

Overview and Scrutiny has a responsibility to make sure that it supports the Council's Executive in navigating these difficult times and in ensuring that the decisions made are balanced and fair and we hope that the 'critical friend' challenge we provided to officers and Cabinet Members has helped them to refine their proposals.

What follows is a summary of the outcomes from each of the Budget Scrutiny Sessions held by the Commissions. At the end of the process the Scrutiny Panel met to draw some overall conclusions and this is covered in the final section on 'Overarching Themes and Cross Cutting Issues'.

As this was the first year of doing budget scrutiny in this way there was of course some learning for both sides here and we end with some suggestions for ways in which we can refine and streamline the process for next year. We hope to begin the work for the 24/25 Budget in May 2024.

I commend this report to the Mayor and Cabinet.

Cllr Margaret Gordon, Chair of Scrutiny Panel 2023/24

Overview and Scrutiny

Table of Contents

BUDGET SCRUTINY for Council Budget 2024/25	3
Background	3
Financial Context	3
Latest Overall Financial Position	3
Assumptions in Medium Term Financial Plan	4
SUMMARY OF OUTCOMES FROM COMMISSIONS	5
General Fund	5
1. CHILDREN AND YOUNG PEOPLE SCRUTINY COMMISSION	5
2. HEALTH IN HACKNEY SCRUTINY COMMISSION	12
3. LIVING IN HACKNEY SCRUTINY COMMISSION	14
General Fund - Street Cleaning & Waste	14
Housing Revenue Account	17
DISCRETIONARY SPEND - GENERAL FUND	19
SCRUTINY PANEL (for cross-cutting items)	19
LIVING IN HACKNEY SCRUTINY COMMISSION	20
SKILLS ECONOMY AND GROWTH SCRUTINY COMMISSION	27
OVERARCHING THEMES AND CROSS CUTTING ISSUES	30
LEARNING FOR NEXT YEAR	32
Appendix 1: Summary Tables of Savings and Income Generation From Proposals by Directorate	33

Overview and Scrutiny

BUDGET SCRUTINY for Council Budget 2024/25

Background

We changed the approach to the budget scrutiny process this year, with individual Commissions being asked to be more involved in scrutinising the savings proposals relating to their remit and Scrutiny Panel looking at the cross cutting or 'all Council' issues.

The saving proposals came in two tranches:

- a) *General Fund & HRA*
- b) *General Fund Discretionary Spend Areas.*

For the General Fund & HRA cost savings proposals the relevant Commissions met in July and Oct/Nov. For the General Fund Discretionary Spend Areas the relevant Commissions met in December. Below is a summary of the outcomes from those Commission meetings.

The Commissions met as follows:

CYP	<u>25 July, 27 Nov</u>
HiH	<u>25 July, 24 Oct</u>
LiH	<u>31 July, 31 Oct, 5 Dec</u>
SEG	<u>6 Dec</u>
SP	<u>4 Dec</u>

This report will be submitted to Cabinet and included as an Appendix in the formal Budget papers going to Cabinet and Full Council on 26 and 28 February 2024.

Financial Context

Latest Overall Financial Position

The OFP report that went to Cabinet in December showed that the Council is forecast to have an overspend of £10.369m for 2023/24 after the application of £19.2m reserves, set aside and in-year savings.

Overview and Scrutiny

Assumptions in Medium Term Financial Plan

The last Budget Report includes an update of the MTFP and the medium case assumption was for a gap of £22m for 24/25. Medium, best and worst case scenarios set out below.

Table from Budget Overview report to Scrutiny Panel (July 2023)

Year	2024/25 £m	2025/26 £m	2026/27 £m
Medium Case	-22.162	-39.692	-57.583
Best Case	-17.176	-25.039	-41.008
Worst Case	-27.490	-55.003	-81.969

The [budget overview reported](#) to the Scrutiny Panel in July 2023 informed that the MTFP report set out the assumptions on which the forecast was based, and the scale of the challenge ahead, as well as how the Council needs to respond, including the need to make some hard choices.

Overview and Scrutiny

SUMMARY OF OUTCOMES FROM COMMISSIONS

General Fund

1. CHILDREN AND YOUNG PEOPLE SCRUTINY COMMISSION

The Budget Scrutiny process is, by its nature, a time limited process each year but the Members who are also on Children and Young People Scrutiny Commission have asked here for further clarification and information in order to be able to monitor and review the potential impact of these savings proposals. This work will be considered as part of CYP SCs regular work planning during 2024/25.

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
a) <i>Children’s Centre Childcare Review (£4m)</i>	Hackney Education officers declined to provide full financial details of the budget savings for the Children’s Center savings during the scheduled session with the scrutiny commission saying it would not be available until February, by which time budgets will have been confirmed, undermining the principles and purpose of this budget scrutiny process.	This was referred to the Monitoring Officer. Following confirmation from the Monitoring Officer that there was a requirement on officers to provide this information as part of the scheduled budget scrutiny process, supplementary information was provided to the Chair and Vice Chair but this was outside the agreed formal budget scrutiny process and did not give the full scrutiny Commission membership an opportunity to scrutinise the proposals.
	The Commission was concerned that <u>externalisation</u> of children’s centre provision ran contrary to the Council’s insourcing policy, and would end up being supported by nursery staff on lower terms and conditions, which may undermine the quality of provision. As no specific savings details were put forward for this proposal, it was not possible to assess how savings would be realised.	Whilst questioning revealed that externalisation would not apply to all children’s centres, if the decision to externalise provision of two centres was taken, further assurance was needed on staff terms and conditions and the quality of provision within the subsequent procurement

Overview and Scrutiny

	Areas of concern raised	Suggestions to Cabinet Members and Officers
		process (i.e. protections for London living Wage and standards in service provision).
	Nursery settings in the independent sector are often reluctant to take on vulnerable children and those with complex needs, and such cases are often referred to local Children Centres that can offer multidisciplinary integrated support. Proposals to externalise and repurpose Children's Centres may limit opportunities for this vulnerable cohort of children to access <i>integrated</i> high quality childcare.	Members wanted further clarification as to how the capacity of Children's Centres to meet the needs of vulnerable children would be maintained (which was also highlighted in the Ernst & Young review).
	Occupancy of childcare places is central to children centre income, yet Children's Centres were operating different policies in relation to parents' part-time use. The Ernst & Young review noted that those Children's Centres operating a part-time policy had higher levels of occupancy.	Members sought assurance that all Children's Centres are operating a part-time childcare policy to increase occupancy rates and maximising opportunities to increase income.
	It is broadly acknowledged that Children's Centres provide a strong community focus for children and families which are highly inclusive, where children from all backgrounds can grow and learn together. Children's Centres are also supported by qualified staff who work to deliver the council's broader social cohesion ambitions. As officers acknowledged, not all childcare settings were as inclusive as those located within children centres, therefore scrutiny members were concerned as to how reprovision and the externalisation of provision to the private or independent sector of 4 Children's Centres would impact on the availability of <i>inclusive</i> early education and childcare in Hackney, which has	Further to the proposed reconfiguration, members would welcome further clarity as to the policy ambitions for local children centres and their role in supporting inclusive childcare and early education.

Overview and Scrutiny

	Areas of concern raised	Suggestions to Cabinet Members and Officers
	<p>been a central tenet of early years provision in the borough.</p> <p>Budget data presented to the Commission suggested that expansion of free childcare will contribute to the delivery of £1.9m of savings within the Children's Center budget to 2025/26. The Ernst & Young Review however indicates far larger savings will be accrued from the government expansion of free-childcare, as this will reduce the council subsidy for childcare at Children's Centres from £5.2m to £1m by 2025/26 - which suggests a saving of over £4.2m - far in excess of what is being proposed in actual budget proposals.</p> <p>Given the significance of the savings here, Members feel that the lack of detail within these proposals is a missed opportunity for the executive to get the input and expertise of scrutiny members.</p>	<p>Members would like further details on the financial modelling for the introduction of extended free childcare, its impact on the council subsidy for childcare, and the possible savings that this will provide for the Children Centre budget.</p>
b) Young Hackney (£1m)	<p>There is a lack of clarity around savings required, identified and put forward for Young Hackney savings proposals in the MTFS. Members noted that the independently commissioned report was requested to find £1.75m of savings, the budget presentation suggested that £1.4m had 'been identified' and yet just £1m of savings were put forward as contributions to savings required for the MTFS?</p> <p>Members felt that taking 30% off of all unprotected budgets was a '<i>salami slicing</i>' approach to the identification of savings and would have welcomed further critical challenge to this approach recommended in the independent report.</p>	<p>Members would like clarification over the year of the extent of savings to be delivered across the Young Hackney budget.</p> <p>Members would welcome further information as part of CYP SC's ongoing overview work here on the possible impact and outcome assessments in relation to savings</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
		options, to help assess where agreed savings would have been 'best' targeted.
	<p>The independent report noted that the proposed savings for Young Hackney would have a direct impact on other services, in particular that costs would be pushed on to statutory services, in particular children's social care. Members were concerned therefore, that the proposed savings would just shunt costs to other council budgets.</p>	<p>Members are seeking further clarity as to how service reductions in Young Hackney might impact on other council budgets.</p> <p>Members were also seeking assurance as to how affected services would manage with additional demand, and the extent to which collaborative partnerships could mitigate the impact.</p>
	<p>Members noted that the independent review made clear that the impact of Young Hackney provision, both broadly and specifically, had benefits for other statutory service areas, and that there was a potential to increase income for YH, through contributions from both education and health care partners.</p>	<p>To support income maximisation, officers should further engage with statutory partners to develop 'matrix funding' solutions where there are shared outcomes.</p>
	<p>Proposals to reduce targeted early help must be viewed in the wider context of other savings already identified in the early help offer:</p> <ul style="list-style-type: none"> - £250k via OBIS; - £650k from in-year budget savings to early help 2023/24 - restructuring of children centre provision. <p>The Commission notes that the local early help offer is particularly susceptible to budget pressures, as these services are predominantly funded through discretionary spend.</p>	<p>Further reassurance was needed as to what the cumulative impact of these savings would be on the local early help offer, <i>and</i> what impact they may have on statutory and VCS sectors (given that they are also facing funding pressures)</p>

Overview and Scrutiny

	Areas of concern raised	Suggestions to Cabinet Members and Officers
	<p>The early help offer is also central to Council's approach to:</p> <ul style="list-style-type: none"> - Supporting vulnerable families to prevent their needs from escalating, which may require a later, more complex and costlier intervention; - Help to address systemic inequalities and service disproportionalities. <p>Members were therefore concerned as to what the cumulative impact of these early help savings would be across the council, and how these would affect council wide ambitions to address local inequalities.</p>	
	<p>The independent YH report set out that the return on investment in youth services was between three and six times that invested, making YH a clear investment to save proposition - with benefits to the local taxpayer estimated to be between £24m-£46m. Members also noted that the YH service is of high quality, award winning and greatly valued by children, families and local stakeholders.</p>	<p>Given that there are such clear financial returns on investment, and the esteem in which this service is held, the Commission sought assurance that other less impactful parts of wider children's service have been fully assessed to identify alternative savings.</p>
<p><i>c) SEN Transport (£500k)</i></p>	<p>The Commission was concerned that an external consultant would be recruited to deliver these savings at a cost of £210k, meaning a net saving of just £290k over the MTFs period.</p> <p>Members also expressed concerns that the appointment of external consultants would reduce opportunities for scrutiny.</p>	<p>Noting that the external consultant would also be assisting with others of transformation in the SEND Transport team, the Commission would welcome further evidence of the financial benefit of this investment.</p>
	<p>Whilst recognising the value of travel training in developing a pathway to independence for young people with SEND, the Commission sought</p>	<p>Members recommended that officers should be explicit that any move to independent travel</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
	<p>additional assurance that the proposed travel training measures would be led by the needs and preferences of children and their families and should be voluntary.</p>	<p>training would be voluntary and with the consent of the family.</p> <p>As this cost saving is dependent voluntary transfer, Members indicated that further details should be provided on the numbers of children which, with the assistance of travel training, will be expected to switch across from taxi transport and on to more sustainable methods (ie. council SEND transport) to deliver the required savings. This would help to assess the viability of this savings proposal.</p>
<p><i>d) Creation of Outcomes Business Intelligence and Strategy (OBIS) Directorate: (£1m)</i></p> <ul style="list-style-type: none"> - C&E directorate service transformation (500k) - Early Help (250k) - Commissioning (250k) 	<p>Members had concerns around the £500k of savings within the Children's Social Care derived from delayering of management. At the Scrutiny Panel in July 2023, this was identified as a saving for this year (2023/2024) but it was also included within the budget savings proposals for 2024/25. It is not clear if the totality of savings is £1m or this budget saving of £500k has slipped to 2024/25?</p> <p>If there was slippage for this saving, members were concerned that this would exacerbate the need for savings in other areas of the children's social care budget.</p> <p>Members were also concerned that this delayering of children's social care management might coincide with the expected Ofsted inspection in early 2024.</p>	<p>Members were seeking further clarification of the scale, scope and timeline for delivering savings in the children's social care budget through the delayering of management.</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
	<p>Members noted that there was a lack of clarity as to how savings would be achieved in these individual proposals from OBIS and it was therefore difficult to assess what impact they may have on service users or other services.</p> <p>There also seemed to be little parity in how savings were identified, which may lead to inequitable impact upon services and service users. For example, just £250k of savings were attributed to merging of commissioned services from a budget in excess of £90m (0.2% of total budget) yet savings proposals of £1m were being asked of Young Hackney which equated to 30% of the total staff budget. These savings would also have very different impacts on the number of front-line service users affected.</p>	
	<p>Members questioned officers as to whether there would be a return investment in OBIS team - and whether operational costs of this service would be recovered from the transformation and merger work that it supported across childrens and education services.</p>	<p>Members requested further information be presented to CYP SC giving clarity on the future of the OBIS team, how it will be funded, and the savings expected from the transformation aspect of this service.</p>

Overview and Scrutiny

2. HEALTH IN HACKNEY SCRUTINY COMMISSION

	Areas of concern raised	Suggestions to Cabinet Members and Officers
<p>a) Public Health (inc PH investment into other eligible expenditure areas of the council) (£3m)</p>	<p>A major aim is to release PH funds to target services within the Council which can deliver on the requirements of the Grant and at the same time address health inequalities.</p> <p>A concern raised was that savings might not be delivered within the period being asked for as costs are tied up in existing contracts and there would be a wait for them to conclude.</p> <p>Members noted that the service was exploring whether better outcomes could be achieved by allocating PH funding to other areas to deliver the same outcomes. Members noted the uncertainty here until this plan is worked up fully.</p>	<p>The Commission asked DPH to provide a summary, initially after 1 year, of the changes made, as each PH contract comes up for recommissioning and savings are sought.</p>
<p>b) Delivering Better Outcomes in ASC (transformation programme) (£5.86m)</p>	<p>Savings will be delivered here as part of a transformation programme 'Delivering Better Outcomes in ASC'. This will involve different care journeys for different service users and exploring how these can be redesigned to generate savings.</p> <p>Savings will be delivered by:</p> <ul style="list-style-type: none"> - Supporting practitioners to promote independence, and ensure the least restrictive packages are put in place. - Redesigning reablement - Rethinking support for learning disabled adults <p>In the medium term this plan won't halt demand pressure but it should mitigate some of it and slow it down. An 8.1% current growth in demand in ASC is outstripping demographic growth of just 1.9%.</p> <p>Chair expressed concern that if demand continues at this pace this could lead to a standstill position going forward.</p>	<p>The Commission asked for a series of briefings on what is now called the 'Adult Social Care Transforming Outcomes Programme'. The first took place at the Commission's meeting on 20 Dec '23.</p>

Overview and Scrutiny

	Areas of concern raised	Suggestions to Cabinet Members and Officers
<p>c) Housing related support (was £1.5m comprising £1.3m for Floating Support and £0.24 lunch clubs)</p>	<p>Cabinet and CLT decided that this full proposal would <u>not go forward</u>. It was noted that most of the HRS money was actually being used to deliver statutory services and so it was agreed to transfer these funds into statutory services budgets.</p> <p>A small element of the funding (£240k) related to lunch clubs was agreed to transfer that funding from Public Health to Policy & Strategic Delivery team.</p> <p>Chair raised concerns about securing ongoing support for lunch clubs as they were key to improving social connection for often isolated older people. The Commission was told that by linking to wider poverty reduction activity in P&SD there will be more opportunities for diversifying income streams and identifying cost savings.</p>	<p>The Commission asked that the wider plan for the recommissioned lunch clubs be brought to a future Scrutiny Panel and/or HiH.</p> <p>The Commission also noted NHS NEL's plans for an <i>Anticipatory Care Strategy</i> and asked that a briefing on this be brought to the Commission that would also pull together the various Hackney strands in prevention being initiated as part of the wider budget savings process.</p>

Overview and Scrutiny

3. LIVING IN HACKNEY SCRUTINY COMMISSION

General Fund - Street Cleaning & Waste

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
<p>a) <i>Commercial waste</i></p> <p>Additional income of up to £360k.</p>	<p>Concerns were raised around the impact of the proposals on the commercial waste income stream, noting the risk of businesses increasingly using private commercial waste providers should charges exceed far beyond current levels.</p>	<p>We feel it would be important to monitor the impact of inflationary pressures and the cost of living crisis on this income stream to ensure the Council's Commercial Waste market share is maintained.</p> <p>Careful consideration should be given to the affordability of the proposed increase, and any assumptions that increasing the financial amount will lead to significant increases in income.</p> <p>We also feel it would be particularly important to develop robust engagement and communications plans to communicate the proposed changes.</p>
	<p>Concerns were raised around the impact of unregulated waste on the commercial waste income stream.</p>	<p>We feel it will be important to use active enforcement to ensure local businesses have waste disposal contracts in place, ideally with the Council.</p>
<p>b) <i>Route optimisation for domestic collections</i></p>	<p>Concerns were raised over the impact of the proposals on staff, particularly when considering the current age profile of frontline staff, as well as service users.</p>	<p>We feel it is important that a detailed EIA is undertaken promptly to understand the impact of the proposals on staff and</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
Savings of up to £210k (excluding implementation costs and ongoing revenue costs).	Similarly, concerns were raised over the risk of a negative response from employees and unions if the proposals were to go ahead.	<p>residents, especially those with protected characteristics.</p> <p>We also feel it would be important to monitor the impact on staff workloads and shift allocation challenges if the proposals were to go ahead, as well as the impact on the use of agency staff and related costs.</p> <p>It will be particularly important to robustly engage with frontline staff and unions to develop the proposals further.</p>
	<p>Major concerns were raised over the impact of the proposals on street cleanliness, given that this is a front facing universal service.</p> <p>It was noted that the level of current provision was put in place to meet increasing demand, and there were therefore concerns over the potential impact of the proposal on fly-tipping and bin capacity.</p>	<p>We feel it will be important to thoroughly assess the impact of the proposals on street cleanliness, and, if the proposals were to go ahead, to retain the flexibility within the service to make changes to and/or reintroduce routes where appropriate.</p> <p>We feel that there is a risk of creating a false economy with additional resources having to be utilised to manage waste overflow, and careful consideration should therefore be given to any assumptions that the proposal will lead to significant savings.</p>
	Concerns were raised over resident perception and backlash regarding the proposed service changes.	We feel it would be particularly important to develop robust engagement and

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
		communications plans to communicate the proposed changes and manage expectations.
<p><i>c) Removal of free provision of compostable liners</i></p> <p>Savings of up to £81k (£53k for removal of provision for street level households and £28k for removal of provision for schools).</p>	<p>Concerns were raised over storage and collection challenges and a potential drop off in food waste participation rates if the proposal was to go ahead, especially when considering that many of the borough's street properties are HMOs.</p> <p>This was coupled with concerns around there not being immediate plans to align the proposal with increases in local community composting.</p>	<p>We were encouraged to hear that properties on estates would continue to receive free food waste liners.</p> <p>We feel it would be important for borough-wide collection rates to be routinely monitored, and for targeted communications and engagement with residents should participation rates drop.</p> <p>If the proposal is to go ahead, we feel there should be targeted communications to explain to residents that they do not need to line their food waste bin, and should not put food in plastic bags as they do not break down during composting.</p> <p>We would also encourage the service to explore opportunities for partnerships with local community composting initiatives where appropriate to encourage food waste recycling.</p>

Overview and Scrutiny

Housing Revenue Account

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
<p><i>d) Bad debt provision reduction</i></p> <p>Savings of up to £2.6m.</p>	<p>Concerns were raised over the impact of the pursuance and collection of rent arrears on residents, especially in the current context of the cost of living crisis and welfare reform.</p>	<p>We feel that the pursuance and collection of rent arrears should be undertaken in a fair, open and transparent manner.</p> <p>This should involve proactively giving advice, assistance and support to those behind on their rent to help them make best use of their income, tackle debt and signpost to other services.</p> <p>Careful consideration should also be given to any assumptions that the new methodology will make debt easier to collect in the context of the cost of living crisis and impact of welfare reform.</p>
<p><i>e) Formula Rent calculation</i></p> <p>Savings of up to £300k.</p>	<p>Questions were raised over the impact of the proposed introduction of the Formula Rent calculation on the affordability of rents.</p> <p>It was noted that the proposal may lead to a situation in which there were tenants living in close proximity to one another, in homes of the same specification, but with significantly different rent charges.</p>	<p>We were assured that the calculation was for new tenancies only, in line with the Rent Standard issued by the regulator and still substantially lower than equivalent market rent.</p> <p>We feel the Council should nonetheless carefully consider the impact of the proposals on social cohesion and integration on council-managed estates and blocks, recognising the commitments made in the Housing Services Resident Engagement</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
		Strategy to promote the integration and resilience of housing communities.
<p><i>f) Move rents charged on HRA hostels and regen voids in line with other temporary accommodation rents</i></p> <p>Savings of up to £295k.</p>	<p>Concerns were raised over any adverse impact on the affordability of already limited and oversubscribed temporary accommodation stock, and the experiences of those living in temporary accommodation.</p> <p>It was highlighted that residents living in temporary accommodation are on low incomes, and even when in receipt of housing benefit, may well struggle to afford basic amenities once rent is accounted for. Moreover, there is often little money left over for things like transportation and childcare, which can limit education and employment opportunities and longer-term economic and social mobility.</p>	<p>We feel that the impact of the proposal on the affordability of temporary accommodation units in HRA hostels or regen voids should be carefully evaluated, as well as the wider social impacts on residents living in these units.</p>
<p><i>g) Review of housing disrepair</i></p> <p>Savings TBC (it was advised that the service believed they could make significant savings in this area, but the figures had not yet been confirmed).</p> <p>Note: The proposal subsequently presented in the Budget proposals to January Cabinet is for a saving of £682K for 2024/25.</p>	<p>Concerns were raised over the increase in legal disrepair cases in 2022/23, and in particular the cost of cases to the Council and impact of lengthy cases on residents.</p>	<p>We were encouraged by the potential impact of an Alternative Disrepair Resolution (ADR) process on residents and the Council itself.</p> <p>We feel it would be important to ensure robust engagement and communications with residents to ensure they are aware of the ADR process, and are encouraged to use it where appropriate.</p> <p>We also feel it would be important for the new process to be coupled with continued improvements across the repairs service, which reflect key lessons learned from the</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
		pandemic and cyber attack as well as the priorities of residents.

DISCRETIONARY SPEND - GENERAL FUND

SCRUTINY PANEL (for cross-cutting items)

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
<i>a) Communications and Engagement (£170k)</i>	<p>Relates to holding a Service Director post vacant for another financial year pending a leadership review.</p> <p>Members agreed but were concerned that sufficient resources for strategic communications at a high level is vital particularly in the context of the Council embarking on service level reductions.</p>	To ensure that a robust strategic communications resource is in place to deal with the budget and the ongoing programme of cost savings.
<i>b) Love Hackney (£80k)</i>	Relates to reducing the number of issues from 10 to 6 per year.	Suggests that continued efforts be made to increase advertising spend from public sector partners who might currently use privately owned media. Also that editions are carefully spaced to maximise their utility to the various departments.
<i>c) Changes to cash payment channels (£141k)</i>	<p>Relates to closure of Christopher Addison House cashier's office.</p> <p>Concerns around the challenges of collecting equalities data and that current data is incomplete and therefore unreliable.</p>	Suggestion that data on who is currently paying with cash be checked against arrears data in a year's time to see if there has been an impact.

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
	<p>Concern that no equalities data can be collected when payment channels outside the council's system are used e.g. with PayPoint and Post Office Counters.</p> <p>Some concern about the risks of PayPoint as a private provider making future changes to T&Cs.</p> <p>A concern was raised about the contradiction between this proposal and aspiration in the "cash welcome here" motion passed at Full Council.</p>	

LIVING IN HACKNEY SCRUTINY COMMISSION

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
<p><i>a) Parks and Green Spaces – Various Proposals</i></p> <p>Savings of up to £100k plus capital/set up costs of £205k - cost of £105k for next financial year.</p> <p>Breakdown of savings in future years:</p> <ul style="list-style-type: none"> Animals in Clissold Park - £15-20k p.a. Reducing cricket provision - £30k p.a. 	<p>Concerns were raised around the impact of rehoming the animals in Clissold Park and returning the compound to wider park use, on local residents, in particular on health and wellbeing and children and young people's opportunities to interact with the natural world and farm life.</p> <p>The proposed savings were viewed as nominal given the wider benefits that the provision brings to residents across all social and cultural demographics. Further to this, no alternative funding avenues had been investigated at that stage.</p> <p>It was also highlighted that rehoming the animals could be seen as a beneficial move for the animals, assuming they were moved to a location where they would have more space.</p>	<p>We feel it is important that a detailed cost-benefit analysis is undertaken to understand the benefits of this provision for residents, and in particular children and young people, against the associated costs.</p> <p>We also feel it is important that a detailed EIA is undertaken promptly to understand the impact of the proposals on residents, especially those with protected characteristics.</p> <p>We would also encourage the service to explore opportunities for external funding or collaboration</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
<ul style="list-style-type: none"> • Seasonal bedding/bulbs - £10k p.a. • Waste collection (evenings) - £40k 		with local organisations and charities such as Hackney City Farm to support the current provision and its financial viability.
	<p>Concerns were raised around the impact of stopping the evening/night litter collections within parks and green spaces in the summer on cleanliness, given that this is a front facing universal service.</p> <p>It was noted that there was potential for an increase in litter and public nuisance in park and green space hotspots such as those seen in London Fields in the summer of 2020, which led to wide-scale media attention and costly waste collection and enforcement interventions.</p> <p>Concern was raised more generally around making relatively small savings in such high profile and visible areas rather than focusing on areas of higher spend which could be seen to be out of place in the current financial climate.</p>	<p>We feel it will be important to thoroughly assess the impact of the proposals on the cleanliness of parks and green spaces, and, if the proposals were to go ahead, to retain the flexibility to reintroduce evening/night litter collections where appropriate.</p> <p>We feel that if the proposal was to go ahead, costly waste collection and enforcement interventions may be needed at park and green space hotspots.</p> <p>Careful consideration should therefore be given to any assumptions that the proposal will lead to significant savings.</p>
	<p>Concerns were raised around the impact of stopping the evening/night litter collections within parks and green spaces in the summer on staff workloads.</p> <p>It was highlighted that the proposal may lead to more work for day litter crews due to having to clear up previous overnight litter in the main park sites, and could also impact on their schedules as getting to smaller parks in a timely fashion could be compromised.</p>	<p>We feel it will be particularly important to engage with frontline staff to develop the proposals further, and, if the proposals were to go ahead, monitor the impact on day litter crews' schedules and retain the flexibility to reintroduce evening/night litter collections where appropriate.</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
<p><i>b) Charging for Green Waste Collections</i></p> <p>Savings of up to £468k minus capital/set up costs of £157k (some of which will be incurred in 2023/24) - total savings in 2024/25 £350k - rising to £468K pa from 2025/26</p>	<p>Concerns were raised around the affordability of the proposed charges and residents' ability to pay a flat annual fee.</p> <p>Comparisons with bulky waste collections were highlighted, which allows residents to make one-off payments and offers free collections for those in receipt of housing benefits.</p>	<p>If the proposals were to go ahead, we feel that alternative payment options should be explored, such as a one-off payment option for residents who may not use the service frequently and/or an option to pay the proposed annual fee in instalments.</p> <p>We also feel that consideration should be given to free collections for those in receipt of housing benefits, much like bulky waste collections which allow for four free collections (of up to five items) per year.</p>
	<p>Concerns were raised over resident perception and possible backlash regarding the proposed introduction of these charges.</p>	<p>We feel it would be particularly important to develop robust engagement and communications plans to communicate the proposed changes and manage expectations.</p>
	<p>Concerns were raised over a potential drop off in garden waste participation rates and the potential for increased fly-tipping if the proposals were to go ahead.</p>	<p>We feel it would be important for borough-wide collection rates to be routinely monitored, and for targeted communications and engagement with residents to be utilised should participation rates drop.</p> <p>Careful consideration should also be given to the affordability of the proposed charges, and</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
		<p>any assumptions that increasing the financial amount will lead to significant increases in income with the potential for increased fly-tipping and costly waste collection interventions.</p> <p>We would also encourage the service to explore opportunities for partnerships with local community composting initiatives where appropriate to encourage garden waste recycling.</p>
<p><i>c) Community Safety Intelligence Hub</i></p> <p>Savings of up to £220k</p>	<p>Concerns were raised around the impact of the proposed reduction in service provision on community safety, particularly ASB and crime.</p> <p>The centrality of the Intelligence Hub to community safety interventions across the partnership was noted, ensuring already finite and overstretched resources are focused and targeted. There was concern that without this there likely would not be the same level of focus, potentially resulting in high risk of harm in the community.</p> <p>At this stage, detail on the impact of current service provision stopping or being significantly reduced was not clear. Whilst it is understood that the proposal was at a relatively early stage of its development, it was difficult to fully understand or appreciate its implications.</p>	<p>We feel that the impact of the proposal on service provision should be carefully evaluated, particularly around community safety partners being less well briefed for their deployments which may lead to increases in ASB and crime.</p> <p>We would encourage the service to explore the alternative possibility of the Intel Hub being given the authority to charge internal and external departments and stakeholders for their services, which may reduce the proposed reduction in staff by a post.</p> <p>We would also encourage the service to continue to engage with community safety partners to explore opportunities to deliver the</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
		proposed gap in service provision and/or further funding opportunities.
	<p>Concerns were raised around the impact of losing experienced staff whose replacement may be difficult to find.</p> <p>It was noted that, should the savings target be agreed, the proposal would see a reduction in staff within the Intel Hub of over 50%. Those staff members would then be subject to the redeployment processes with the potential for redundancy.</p>	<p>We feel that careful consideration would need to be given to the reprioritisation of service provision should the proposals go ahead, fundamentally to reflect our statutory duties but also to explore the possibility of retaining other interventions where possible.</p> <p>We also feel it will be particularly important to robustly engage with staff and unions to develop the proposals further.</p> <p>Robust communication with staff would be needed should the proposals go ahead, as well as support to those who may be subject to redeployment and potential redundancy.</p>
	Concerns were raised over a risk of community disquiet and resident backlash due to the proposed reduction in service provision.	We feel that it would be important to proactively consider and respond to community tensions and impacts if the proposal was to go ahead, such as through robust communication and engagement with staff, residents and partners.
<p><i>d) Enforcement Service</i></p> <p>Savings of up to £402k</p>	Concerns were raised around the impact of the proposed reduction in enforcement officer staff on the service's ability to respond to significant events and possible increases in ASB & crime.	We feel that the impact of the proposal on service provision should be carefully evaluated, particularly around the risks to ASB, crime, public

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
	<p>It was noted that it would be unrealistic to expect the same level of service for residents from a community safety perspective if the proposal was to go ahead. For example, support for certain major events may be impacted as the work of the service becomes more focused, and interventions may need to be reprioritised into higher priority objectives at the expense of estate based work.</p>	<p>safety and community cohesion.</p> <p>We feel it will be particularly important to consider the impact of redirecting resources away from hotspot areas and town centres, as well as estate based activities and responses to significant events.</p> <p>This should include a detailed EIA being undertaken promptly to understand the impact of the proposals on residents, especially those with protected characteristics.</p>
	<p>Concerns were raised around the impact of losing experienced staff whose replacement may be difficult to find.</p> <p>It was noted that the proposed saving for 2024/25 would see a reduction of one enforcement officer post, and the proposed saving for 2025/26 would see a reduction of further two enforcement officer posts. The service will hold vacancies as they arise to mitigate the risk of redundancies.</p>	<p>We feel that careful consideration would need to be given to the reprioritisation of service provision should the proposals go ahead.</p> <p>We also feel it will be particularly important to robustly engage with staff and unions to develop the proposals further.</p> <p>Robust communication with staff would be needed should the proposals go ahead, as well as support to those who may be subject to redeployment and potential redundancy.</p>
	<p>Concerns were raised over a risk of community disquiet and resident backlash due to the proposed reduction in enforcement officer staff.</p>	<p>We feel that it would be important to proactively consider and respond to community tensions and impacts if the proposal</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
		was to go ahead, such as through robust communication and engagement with staff, residents and partners.
	<p>Questions were raised around the rationale for the proposal to increase Fixed Penalty Notice (FPN) fines.</p> <p>It was noted that the saving proposals are predicated on the Council's ability to optimise the issuing of FPN fines to act as a deterrent for those who may partake in anti-social behaviour and other nuisances.</p>	<p>We were assured that the proposal was not being put forward as a means of generating income for the service, but rather as a tool to encourage behaviour change.</p> <p>We feel it is essential that FPN fines are used as part of a wider enforcement strategy that primarily focuses on engagement with, and education of, the local community.</p> <p>Careful consideration should also be given to the affordability of the proposed increases, and any assumptions that increasing the financial amount will lead to significant increases in income.</p>
<p><i>e) Private Sector Housing</i></p> <p>Savings of up to £200k</p>	<p>Concerns were raised around the impact of the proposals on service delivery, particularly preventative work and its ability to respond to events and issues such as fire or building issues, rogue/criminal landlord activity and increased cases of damp & mould.</p> <p>It was noted that there were long-standing issues across the borough's private sector housing stock which the service had historically found difficult to address, and there were concerns that the</p>	<p>We were assured that there would be no impact on the service currently being delivered if the proposals were to go ahead.</p> <p>We feel that it would be important to keep the function under review, ensuring resources are available as and when needed to respond to events and issues such as during the winter months.</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
	proposal would limit any preventative and enforcement activities across these areas.	Looking forward, we would encourage careful consideration to be given to the commitments made to expand the Private Sector Housing function and the significant additional regulatory and enforcement responsibilities placed on councils by the Renters' Reform Bill.

SKILLS ECONOMY AND GROWTH SCRUTINY COMMISSION

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
<i>a) Libraries Service (£248k)</i>	<p>Relates to saving on staffing, security and building upkeep for Stoke Newington Library during its forthcoming 2 year closure to fix its roof. It is a one off saving and not prejudging the future of Library Services. It is helping to balance the budget for one year.</p> <p>Concerns about the mitigations for the current service users and the loss of their library service for 2 years.</p> <p>Concerns that this saving is not a permanent fix and that they still face the challenge about the wider issues of the future library provision and options going forward.</p>	<p>A key issue here is communication plans around much loved services such as libraries so this has to be handled sensitively in the climate of having to make service reductions.</p> <p>The changes will impact on school children and students studying in libraries and residents using it as a warm space and Members queried how much the immediate changes and possible alternatives were being communicated to these users.</p> <p>In relation to the options being considered for library services post refurbishment, and taking</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
		into consideration the ongoing asset maintenance costs, Officers were asked to consider income generation possibilities to help contribute towards costs.
<i>b) Regeneration and Economic Development (£200k)</i>	<p>Relates to less funding available to commission consultants to carry our regeneration and economic development work.</p> <p>Concerns about how to use more creative procurement with third sector or partners to fill the gap.</p> <p>Concerns about how to fill the gaps there will be in the service with fewer staff.</p> <p>Concern about the need to be strategic in relation to which consultancy services we're going to stick with externally and which skills we are going to develop more in house.</p> <p>Concerns that pursuance of external funding for projects (funding for ambitious Regen projects) comes with strings attached depending on the funders priorities and that we will be required to twist our plans into their preferred shape rather than our requirements.</p> <p>Concern that the withdrawal from this funding pot could impede the Area Regen team's convening power. Therefore ensuring the various consultancy funding pots across the council are rationalised so they can be used for cross departmental work.</p> <p>Concern about how the impact will be</p>	<p>Because we are losing some consultancy budget in this area Members asked if we can rationalise the overall consultancy pot across the whole council so it can be called upon in a cross departmental manner and shared.</p>

Overview and Scrutiny

	<i>Areas of concern raised</i>	<i>Suggestions to Cabinet Members and Officers</i>
	measured and will this impact overall prosperity and the Council's ability to raise revenues.	

Overview and Scrutiny

OVERARCHING THEMES AND CROSS CUTTING ISSUES

The following cross cutting issues were identified across the 4 Commissions and Scrutiny Panel

1. There is an overarching concern that there needs to be a greater political steer to the administration about the impact on the Council's reputation of **making a number of small savings on a few very high profile areas** which are actually very visible to all residents. We would suggest that greater consideration should have been given to the cumulative impact of these in the first instance and the allied media coverage to be expected. The attention in certain areas is unlikely to be proportionate to the actual savings made. The Council instead should aim to be more explicit with residents about the extent of the challenge being faced and then illustrate this with a more judicious focus on the larger savings areas that are being proposed.
2. We would emphasise that the Council needs to act with caution when making savings plans across multiple related areas in order to ensure that the **full cumulative impact of these is assessed in advance**. The savings in waste management services, for example - the end of free food waste sacks, the route optimisation of waste collections, and the reduction in the waste collections in parks, should be introduced in a phased way and should be kept under review.
3. We learned how **Transformation Programmes** have been put in place in a number of areas both to drive efficiency ("doing more with less") and enable cost savings. There was however a lack of financial and other detailed information presented on some of these. Whilst we acknowledge some have only been instigated, Scrutiny is not yet able to test the proposals or their underlying assumptions and we're unable therefore to understand how precisely these savings might be realised.
4. We expressed a general concern that most services **have been through major transformation programmes** in the not too distant past, which begs the question of how much more can be achieved with trying to push for behaviour change and/or further reductions in relation to staffing or work practices. We would need greater reassurance that there is still scope for these.
5. We would ask that **evaluations and analyses of these pilots** and transformation programmes should be reported to the relevant Scrutiny Commissions at key milestones and that these be added to future work programmes so that there can be some ongoing monitoring of progress.
6. There was a lack of detail so far on a plan for **public engagement** in relation to the transformation programmes and wider savings plans. We recognise that the Council has started communicating with residents about the Council's budget and financial position. Having **robust communication plans for both residents and staff** will be critical to everyone having the

Overview and Scrutiny

same level of understanding about the difficult choices being made. For this reason we would suggest that the strategic communications function needs to continue to be adequately resourced. Some of the Council's workforce are also residents and so both cohorts need to be given an opportunity to feedback.

7. We have concerns about the high use of **external consultants** and their costs. We would suggest that there needs to be tighter control of costs here and that the spend in each programme always needs to be proportionate to the level of savings they are expected to deliver.
8. We would suggest that there needs to be a rationalisation of use of consultants across the whole Council and a **review of the level of expertise** that appears to be lacking in certain departments and the reasons for this. We acknowledge that previous delaying of management is likely to have contributed to the lack of expertise in these 'change management' functions but again an overview of this area needs to be taken.
9. Some savings proposals are predicated on a **standstill position** in terms of both demand and costs yet, in Adult Social Care for example, growth in demand is fast outstripping demographic growth. We have a concern therefore that these trends could potentially derail future savings plans. We recognise that all budgets have factored in growth, where needed, but it is clear from the wider economic situation that these financial pressures will continue to increase and so need to be taken into account.
10. Allied to this we'd question whether sufficient allowance has been made in the plans for the impact of **cost of living increases** on financially stretched residents and the wisdom, for example, of assuming an elasticity of demand when increasing fees and charges. We acknowledge too that inflationary pressures are hitting every aspect of procurement.
11. CYP Scrutiny Commission in particular found it difficult to make observations without having the detail needed before them to provide sufficient challenge. The refined set of proposals going to their second meeting were **6 weeks later than expected** and so the time for them to consider these was condensed. Timing and getting the right information to Scrutiny Members is the key to effective budget scrutiny.
12. There needs to be acknowledgement here of the impact of the **Renters Reform Bill** which if it becomes law will impose a number of new obligations on the Council to those in the Private Rented Sector and in Housing Associations. With the remit and workloads of the PRS department now expected to increase there needs to be adequate budgetary provision for this.

Overview and Scrutiny

LEARNING FOR NEXT YEAR

1. We had understood that this year there would be an attempt to better integrate long term change programmes with the Medium Term Financial Planning and this would be our ongoing aspiration for this work. This past year however we felt that not enough clarity was provided on the underlying assumptions behind the budget process. We acknowledge the hard work Finance officers, Directors and the Cabinet Members put in in preparing for and contributing to these sessions and we noted that the volume of information provided this year (including in the regular Budget Overview report to the regular Scrutiny Panel meetings), far exceeded what was provided in the past, and we are most grateful for this.
2. A key learning point for next year is that information needs to be provided in a more timely manner if a budget scrutiny process is to be effective. Forward planning for the process for next year needs to commence now by adding budget scrutiny dates in the Council calendar to secure the sessions.
3. Scrutiny has generally not had sight of all the alternatives considered but discarded by senior officers before selecting the proposals that came before us. We acknowledge that this could be difficult but having a greater insight into the rationale and the assumptions underpinning the decisions made would, we think, help to improve the process.
4. A new process was used this year and so there are lessons for both sides. For the work leading up to the 2024/25 budget we welcome the suggestion to commence this work from May 2024 and that we programme in advance 2 or 3 sessions per Scrutiny Commission.
5. We acknowledge that the individual Scrutiny Commissions may choose to get into the detail of a number of areas which have been considered at Budget Scrutiny and may get involved in looking at the policy, service provision and financial context for those. In addition, the Budget Scrutiny Process will throw up issues where individual Commissions might be seeking more detail which they can look at separately at their Commission meetings. This is for agreement between the Chairs, Cabinet Members and the Directors, in the normal course of their agenda planning, but it should be treated as separate from the Budget Scrutiny process which addresses specific savings proposals.
6. We will explore with officers drafting a **Budget Scrutiny Protocol** which we can agree and will set out clearly the process, the timeline, the expectations on both sides at each stage and the governance process up until the agreement of the budget at Full Council. We hope that this will lead to a more streamlined process for next year.

Overview and Scrutiny

Appendix 1: Summary Tables of Savings and Income Generation From Proposals by Directorate

General Fund Account

Directorate	Service Areas	Cost Saving	Income Generation	Total	Notes
Climate Homes & Economy Street Cleansing and Waste Review	Commercial Waste		£360,000		
	Route Optimisation	£210,000			
	Removal of free compostable liners	£81,000			
				£651,000	
Children and Education	Children Centres	£4,000,000			
	Young Hackney	£1,000,000			
	SEN Transport	£500,000			
	OBIS	£1,000,000			
				£6,500,000	
Adults Health & Integration	Public Health	£3,000,000			
	Delivering Better Outcomes for ASC	£5,860,000			
	Housing related Support	£1,500,000			Withdrawn
				£8,860,000	

Housing Revenue Account

Directorate	Service Areas	Cost Saving	Income Generation	Total	Notes
Climate, Homes & Economy	Bad Debt Reduction	£2,600,000			
	Formula Rent Calculation		£300,000		
	Rent charges for Regen Void in line		£295,000		

Overview and Scrutiny

Directorate	Service Areas	Cost Saving	Income Generation	Total	Notes
	with TA Rents				
	Review of Housing Disrepairs	£682,000			Notified after the meeting
				£3,877,000	

Discretionary Spend

Directorate	Service Areas	Cost Saving	Income Generation	Total	notes
Chief Executives	Communication & Engagement	£170,000			
	Love Hackney	£80,000			
	Cash Payment Channels	£141,000			
				£391,000	
Climate, Homes & Economy	Parks and Green Spaces	£70,000			Proposal reduced by £25K reflecting member feedback
	Green Waste Charges		£468,000		
	Community Safety Intelligence Hub	£220,000			
	Enforcement	£235,000	£167,000		
	Private Sector Housing	£200,000			One off
	Libraries	£248,000			One off
	Regeneration & Economic Development	£200,000			
				£1,838,000	

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Executive Response to Budget Scrutiny Report 2024/25

Introduction

Firstly, in this response to the Budget Scrutiny Report, the Mayor and Cabinet would like to thank the Chairs of the Scrutiny Panel and Scrutiny Commissions and all other Scrutiny Commission members who took part in this year's Budget Scrutiny process alongside Scrutiny officers.

This year the process was far more intense than previous years, partly reflective of the increasing financial challenges the Council faces, which we do not repeat here, but are clearly set out in the budget report. Where there were two private budget scrutiny sessions in setting the 2023/24 budget, for 2024/25 there were nine separate sessions. This takes an enormous amount of time, commitment and preparation from panel members, scrutiny officers, Cabinet, CLT Members, Directors and Heads of Service.

This response does not attempt to go through the response to individual comments from Scrutiny Commissions and next steps but addresses those comments raised in respect of the overarching themes and cross-cutting issues, as well as lessons learnt for future years. In most instances this is to provide further background and context to the comments made. We thank all the Scrutiny Bodies for their considerations which will help in framing the implementation of budget decisions as well as the budget process generally. The aim in this response is to be as constructive as possible and feed into the ongoing development and improvement of Budget Scrutiny in this immensely challenging time for the Council.

Overarching themes and cross-cutting issues

Scrutiny Comment (para 1)

There is an overarching concern that there needs to be a greater political steer to the administration about the impact on the Council's reputation of making a number of small savings on a few very high profile areas which are actually very visible to all residents. We would suggest that greater consideration should have been given to the cumulative impact of these in the first instance and the allied media coverage to be expected. The attention in certain areas is unlikely to be proportionate to the actual savings made. The Council instead should aim to be more explicit with residents about the extent of the challenge being faced and then illustrate this with a more judicious focus on the larger savings areas that are being proposed.

Executive Response

We agree with Scrutiny's concerns regarding proportionality and will take this on board as we continue to address the considerable financial challenges the Council faces. However, it is presumed that these comments relate primarily to the discretionary spend areas of savings, which formed the minority of budget proposals put forward as opposed to the higher level of savings proposed under the '12 areas.' Cabinet Members and Group Directors did give consideration to the cumulative impact of the small savings proposals and the communications required. Indeed during the process some proposals were rejected for this very reason.

While each year as part of the budget process we have a communications strategy which sets out the challenges we face, more has been done this year and even more is planned in this regard. As set out at the Scrutiny Commission meetings at the end of September, the Council's communications team [launched](#) a [resident-focused consultation](#) to inform a longer-term budget campaign. The campaign aimed to establish and improve resident understanding, awareness and preparedness of the Council's budget. This will make it easier to explain the changes we need to introduce, and the challenges the Council faces. As part of the campaign the communications team will produce a range of materials to inform residents of the council's finances and budget setting processes including a feature on the setting of the Council budget in Love Hackney; we will write to all residents when they receive their Council Tax bill, and we will use online and offline advertising and media as appropriate.

While recognising the importance of timely and effective communications and of assessing and mitigating impacts, the Council faces considerable budget pressures both for 2024/25 and future years. Meeting these will require some hard decisions which regrettably are likely to be both unwelcome news and have some impacts which cannot be avoided.

Scrutiny Comment (para 2)

We would emphasise that the Council needs to act with caution when making savings plans across multiple related areas in order to ensure that the full cumulative impact of these is assessed in advance. The savings in waste management services, for example - the end of free food waste sacks, the route optimisation of waste collections, and the reduction in the waste collections in parks, should be introduced in a phased way and should be kept under review.

Executive Response

This is agreed and as far as possible, recognising that savings proposals will be developed across different timelines, this is done. We also undertake a full cumulative impact assessment. This has been completed on an iterative basis and shared with decision makers (senior officers and cabinet members) to support final decisions about savings. An up to date version will be published with the budget report considering the final suite of proposals. The cumulative impact assessment is helping inform a phased approach to implementation to mitigate the cumulative impact of service changes on residents. The cumulative impact assessment will be a live tool - it will identify actions needed to support the implementation of savings, cross cutting mitigations (e.g. communications, transformation, workforce) and to consider and frame further savings proposals coming on line next year. Where appropriate the specific changes referred to are being implemented in a phased way, supported by appropriate communications and review points.

Scrutiny Comment (para 3)

We learned how Transformation Programmes have been put in place in a number of areas both to drive efficiency (“doing more with less”) and enable cost savings. There was however a lack of financial and other detailed information presented on some of these. Whilst we acknowledge some have only been instigated, Scrutiny is not yet able to test the proposals or their underlying assumptions and we’re unable therefore to understand how precisely these savings might be realised.

Executive Response

A lack of detail in some areas is acknowledged and the ongoing engagement with the Commissions, as set out in the report, on these issues is welcomed. Health in Hackney, for example, has already timetabled when it will consider the ongoing Transforming Outcomes Programme in Adult Social Care. While proposals will inevitably be at different stages of development throughout the year we will endeavour to learn lessons from this year’s process and ensure as much detail as possible is provided in a timely manner.

Scrutiny Comment (para 4)

We expressed a general concern that most services have been through major transformation programmes in the not too distant past, which begs the question of how much more can be achieved with trying to push for behaviour change and/or further reductions in relation to staffing or work practices. We would need greater reassurance that there is still scope for these.

Executive Response

The continuation of single year settlements and the paucity of information from the Government regarding funding more than one year in advance makes the development of a balanced budget over the medium-term period extremely difficult although we will continue to target this approach. In terms of future years the Director of Transformation is leading on scoping savings potential of a wider corporate transformation programme, however, given the level of the budget gap in the medium term, alongside this it is inevitable that there will be difficult decisions required that will have impacts on services provided.

Scrutiny Comment (para 5)

We would ask that evaluations and analyses of these pilots and transformation programmes should be reported to the relevant Scrutiny Commissions at key milestones and that these be added to future work programmes so that there can be some ongoing monitoring of progress.

Executive Response

This is agreed and the helpful feedback from individual Scrutiny Commissions on this matter is welcomed.

Scrutiny Comment (para 6)

There was a lack of detail so far on a plan for public engagement in relation to the transformation programmes and wider savings plans. We recognise that the Council has started communicating with residents about the Council's budget and financial position. Having robust communication plans for both residents and staff will be critical to everyone having the same level of understanding about the difficult choices being made. For this reason we would suggest that the strategic communications function needs to continue to be adequately resourced. Some of the Council's workforce are also residents and so both cohorts need to be given an opportunity to feedback.

Executive Response

See comment re paragraph 1 above.

The Council's communications team plans to engage with residents and with staff in support of the transformation programme. This work is currently being scoped and will be part of the Council's wider budget communications and then continue throughout the year as transformation projects start to gain momentum.

Scrutiny Comment (para 7)

We have concerns about the high use of external consultants and their costs. We would suggest that there needs to be tighter control of costs here and that the spend in each programme always needs to be proportionate to the level of savings they are expected to deliver.

Executive Response

It is agreed that use of consultants needs to be tightly controlled. The point regarding proportionality is well made and we will continue to have due regard to this, recognising that one-off investment in consultants which might seem high can lead to savings which accrue over many years and at a much higher cumulative level.

Scrutiny Comment (para 8)

We would suggest that there needs to be a rationalisation of use of consultants across the whole Council and a review of the level of expertise that appears to be lacking in certain departments and the reasons for this. We acknowledge that previous layering of management is likely to have contributed to the lack of expertise in these 'change management' functions but again an overview of this area needs to be taken.

Executive Response

The vast majority of change projects and initiatives within the council are responding to growth in demand and change that is required in the model of our service delivery, to remain within budget restraints. Training for officers is an essential part of service delivery and a skills gap analysis is planned to support ensuring that the Council takes an evidence based approach to investing in and developing colleagues, in order to address identified gaps between the current and future skills needed.

Whilst we must continue to review and carefully monitor the use of consultants, and ensure that the engagement of consultants is absolutely necessary, compiling a project team of specialists from within the existing workforce to transform parts of the council cannot always be considered business as usual. As Consultant roles are not permanent, the purpose of the engagement to deliver change within a defined and time limited project can also represent the best VFM overall in response to those influencing factors outlined.

Scrutiny Comment (para 9)

Some savings proposals are predicated on a standstill position in terms of both demand and costs yet, in Adult Social Care for example, growth in demand is fast outstripping demographic growth. We have a concern therefore that these trends could potentially derail future savings plans. We recognise that all budgets have factored in growth, where needed, but it is clear from the wider economic situation that these financial pressures will continue to increase and so need to be taken into account.

Executive Response

The current Medium Term Financial Plan (MTFP) factors budget growth of over £27m into social care across the period of 2024/25 to 2026/27, whereas savings across these service areas are significantly lower than this. Therefore a standstill position in this regard is not assumed. In terms of the updated MTFP this includes further growth in reflection of continuing pressures in these areas.

Scrutiny Comment (para 10)

Allied to this we'd question whether sufficient allowance has been made in the plans for the impact of cost of living increases on financially stretched residents and the wisdom, for example, of assuming an elasticity of demand when increasing fees and charges. We acknowledge too that inflationary pressures are hitting every aspect of procurement.

Executive Response

As officers set out in response to questions to Scrutiny Commissions and the Income Generation Task and Finish Group, the elasticity of demand has been considered in fee increases and we have been prudent in our assumptions about increased income. In some instances this has resulted in us not proposing fee increases. We will of course continue to keep this under review. It is also worth noting here that the Council is subject to inflationary increases in its costs and therefore, while not ideal, increases in fees and charges are necessary in order to maintain the services residents rely upon.

Scrutiny Comment (para 11)

The CYP Scrutiny Commission in particular found it difficult to make observations without having the detail needed before them to provide sufficient challenge. The refined set of proposals going to their second meeting were 6 weeks later than expected and so the time for them to consider these was condensed. Timing and getting the right information to Scrutiny Members is the key to effective budget scrutiny.

Executive Comment

These comments are noted and we will endeavour to address these in the coming year. Again we emphasise the challenging financial position and the difficult decisions this administration will continue to face which will inevitably require some flexibility to approaches.

Scrutiny Comment (para 12)

There needs to be acknowledgement here of the impact of the Renters Reform Bill which if it becomes law will impose a number of new obligations on the Council to those in the Private Rented Sector and in Housing Associations. With the remit and workloads of the PRS department now expected to increase there needs to be adequate budgetary provision for this.

Executive Response

The Mayor and Cabinet are acutely aware of the issues in the private rented sector space and that is why additional investment has been put into this area. As Living in Hackney Scrutiny Commission were advised it has been extremely challenging to recruit to some of the additional posts added to the structure and this has resulted in an underspend which will be maintained through 2024/25, but kept under review should circumstances change.

Learning for next year

Overall, the comments in this section are welcomed and the Mayor and Cabinet are committed to continuing to engage and develop the Budget Scrutiny process with members of the Scrutiny Commission and officers. We must, of course, do this in a pragmatic and reflective manner which is mindful of the financial challenges the Council faces and is suitably flexible to respond to changing circumstances and the iterative processes the budget development processes necessarily entail.

Scrutiny Comment (para 1)

We had understood that this year there would be an attempt to better integrate long term change programmes with the Medium Term Financial Planning and this would be our ongoing aspiration for this work. This past year however we felt that not enough clarity was provided on the underlying assumptions behind the budget process. We acknowledge the hard work Finance officers, Directors and the Cabinet Members put in in preparing for and contributing to these sessions and we noted that the volume of information provided

this year (including in the regular Budget Overview report to the regular Scrutiny Panel meetings), far exceeded what was provided in the past, and we are most grateful for this.

Executive response

We very much share this aspiration set out in the Budget Scrutiny report. Although we edged close to this for 2024/25 there is more to be done. As recently reported at Scrutiny Panel, a Director of Transformation has been appointed and work is underway to scope what level of efficiencies from this programme may be possible to feed into the MTFP. The budget timeline and processes will very much reflect this work but we have to acknowledge that this work alone will not close the budget gap going forward and difficult decisions will need to be made. This year we will look to frame these decisions with a fuller iteration of the wider budget and what is and isn't possible to influence. In regard to the underlying budget assumptions we will look to set these out in the initial engagement with the Scrutiny Panel early on in the process.

Scrutiny Comment (para 2)

A key learning point for next year is that information needs to be provided in a more timely manner if a budget scrutiny process is to be effective. Forward planning for the process for next year needs to commence now by adding budget scrutiny dates in the Council calendar to secure the sessions.

Executive Response

This is agreed and planning for this is already underway for next year. As mentioned elsewhere, while we endeavour to stick to timetables set out the nature of the process will mean there may need to be some flexibility.

Scrutiny Comment (para 3)

Scrutiny has generally not had sight of all the alternatives considered but discarded by senior officers before selecting the proposals that came before us. We acknowledge that this could be difficult but having a greater insight into the rationale and the assumptions underpinning the decisions made would, we think, help to improve the process.

Executive response

This is always a challenge given workloads and the need to plan for the implementation of proposals. However, we will consider how more of this information can be factored into what is presented to Budget Scrutiny.

Scrutiny Comment (para 4)

A new process was used this year and so there are lessons for both sides. For the work leading up to the 2024/25 budget we welcome the suggestion to commence this work from May 2024 and that we programme in advance 2 or 3 sessions per Scrutiny Commission.

Executive Response

Agreed and we will look to make this work in the coming year, although, as noted above some flexibilities may be required.

Scrutiny Comment (para 5)

We acknowledge that the individual Scrutiny Commissions may choose to get into the detail of a number of areas which have been considered at Budget Scrutiny and may get involved in looking at the policy, service provision and financial context for those. In addition, the Budget Scrutiny Process will throw up issues where individual Commissions might be seeking more detail which they can look at separately at their Commission meetings. This is for agreement between the Chairs, Cabinet Members and the Directors, in the normal course of their agenda planning, but it should be treated as separate from the Budget Scrutiny process which addresses specific savings proposals.

Executive Response

This comment is noted and supported.

Scrutiny Comment (para 6)

We will explore with officers drafting a Budget Scrutiny Protocol which we can agree and will set out clearly the process, the timeline, the expectations on both sides at each stage and the governance process up until the agreement of the budget at Full Council. We hope that this will lead to a more streamlined process for next year.

Executive Response

This suggestion is very much welcomed but again we would urge the acknowledgement that there will need to be some flexibility in the process.

Conclusion

In this document the Executive has looked to provide an objective and practical response to the detailed report of Budget Scrutiny. The focus and depth of the work undertaken this year is very much welcomed. While challenging at times, this is as it should be. Overall, there appears to be a consensus on the lessons learnt and it is helpful that these have been highlighted at this stage as we acknowledge the milestone of presenting this year's budget report to Council and continue on the cycle of addressing our medium term financial challenges.



Title of Report	Equality Plan - Final Draft 2024-26
For Consideration By	Council
Meeting Date	28 February 2024
Cabinet Member	Cllr Carole Williams, Cabinet Member for Employment, Human Resources and Equalities
Classification	Open
Ward(s) Affected	All
Group Director	Dawn Carter Mc-Donald, Chief Executive

1. Cabinet Member's introduction

- 1.1. In November 2022, Hackney Council adopted a new Strategic Plan. This presented the Council's ambitions for the next four years. It also described the key challenges. The plan set out how we responded to these challenges, working with residents and partners. The plan included commitments for how the Council maximised its own resources - jobs, contracts, and making best use of our spaces and assets. The plan was drafted at a time when we were seeing deep inequalities in society, and in our borough, after over a decade of austerity from national government cuts and after the pandemic which hit Hackney residents hard. The Strategic Plan outlined draft Equality Objectives, to be developed further in an equality plan.
- 1.2. The draft Equality Objectives and a summary equality plan were then developed further between January 2023 and July 2023, to set out how we meet our legal duties under the Equality Act and progress the commitment to fairer outcomes in the Strategic Plan.
- 1.3. Alongside this, commitments had already been made in the last Single Equality Scheme to draft an LGBTQIA Strategic Framework.
- 1.4. In July 2020, a motion was passed to work towards being an anti-racist organisation. The Anti-Racism Framework was then developed, building on existing work, and strengthening the Council's resolve to change as an institution.

- 1.5. Both the LGBTQIA Strategic Framework and Anti-Racism Framework are presented in these papers, along with the Equality Plan. Both frameworks have helped us to develop the final Equality Plan, applying the lessons of both to our overall approach to equality. They have helped us consider what is needed to tackle inequality and eliminate discrimination and engage differently with residents. They are discrete documents within the wider Equality Plan. In appending these frameworks, we are not diluting these issues, but situating the actions needed in a wider frame and justification.
- 1.6. In July 2023, all three documents were approved by Cabinet for consultation.
- 1.7. Consultation and engagement took place between 20th November 2023 and 21st January 2024. The consultation helped finalise the overall objectives for the Equality Plan. The engagement activity helped shape the commitments that sit below this plan. We received 90 online responses, but engagement activity involved a further 701 people: 355 staff, 239 partners and 107 residents (of which 53 completed monitoring information). We have also drawn on the insight from the 65 events that happened during the Council's anti-racist summit in October and November 2023.
- 1.8. The final plan objectives have been shaped by this feedback, and as we develop a more detailed action plan, the feedback we have collected and analysed will continue to be invaluable.
- 1.9. Over the last few years, the Council has adopted motions that champion the needs and rights of groups. This Equality Plan considers how we can include these motions. The motions cover:
- anti-racism
 - supporting trans rights
 - considering the impact of perimenopause and menopause
 - understanding the needs of single parents
 - tackling islamophobia and anti-semitism
 - becoming age friendly and dementia friendly
 - being committed to the "right to food."
- How we meet our legal duties*
- 1.10. The Equality Plan will set out how we meet our legal duties under the Equality Act. The Equality Act identifies "protected characteristics." Public bodies must take action to tackle discrimination and disadvantage when it relates to a protected characteristic. We have to think about how we foster good relations between all groups. This is called "Due Regard."
- 1.11. Public Bodies are also expected to publish draft objectives and consult on them. This Equality Plan presents the final objectives following consultation.

Other groups we want to consider as part of this Equality Plan

- 1.12. As well as thinking about protected characteristics, there are other groups we are considering in this Plan. We understand these groups are not protected under law. By identifying these groups, we are able to consider a wider set of needs that we need to consider in order to focus on fairer outcomes for residents.
- 1.13. The original draft of the Equality Act contained a "socio-economic duty." The Duty did not become law but Hackney adopted it on a voluntary basis. This is because there is a strong link between socio-economic disadvantage and inequality. We therefore need to consider how someone could be more disadvantaged because of their socio-economic status, or we might be missing a key driver of inequality. We have considered this in our plans in 2013 and again in 2018.
- 1.14. Socio-economic disadvantage could be about education, occupation, income, locality, housing or social class. There is no singular way to measure "social class."
- 1.15. The new plan also focuses on those who are vulnerable because of life experiences, based on borough needs. During consultation and engagement, we heard about other groups who we needed to consider for this reason. These groups are detailed later in this report.
- 1.16. The plan seeks to address needs and issues under these proposed equality objectives:
- Community facing
1. Eradicate inequality at every life stage by taking protective, preventative positive action
 2. Building opportunity and well-being
 3. Celebrate and serve diverse communities and value the contribution they make
- Underpinning organisational objectives
4. Embed equality into service plans and practice across the council and the borough
 5. Change as an institution to ensure internal and systemic change
- 1.17. This plan is written at a time of global conflict. This impacts the council and residents of Hackney, directly and indirectly. We are a diverse borough and our residents will have friends and family caught up in conflict. It impacts how safe residents feel as we have seen an increase over the last few weeks of Islamophobia and anti-semitism in Hackney, London, and across the world.
- 1.18. In the context of global conflict and societal change, and greater inequality, it has been very important to take time to reset our approach to

equality in Hackney. Resident insight has shifted the way we frame our objectives, and these changes are detailed in this report. In the interests of transparency and accountability I will bring a full action plan, with measures of success back to Cabinet later this year. This will build on the high Equality Plan presented today.

2. Group Director's introduction

- 2.1. In November 2022 Hackney adopted a new Strategic Plan at Cabinet and Council, Working Together for a Better Hackney. The New Strategic Plan sets out the ambitions for the Council for the next four years, as well as the challenges we face.
- 2.2. A final Equality Plan has been drafted to help us consider these ambitions through an equality prism. The New Equality Plan will replace the existing Single Equality Scheme 2018-2022.
- 2.3. To develop the plan, we reviewed progress against the last plan, considered new needs, drivers and insights and took account of the direction of travel for wider plans and strategies and commitments in the strategic plan and manifesto commitments.
- 2.4. In July 2023, all three documents were approved by Cabinet for consultation.
- 2.5. Consultation and engagement took place between 20th November 2023 and 21st January 2024. The consultation helped finalise the overall objectives for the Equality Plan. The engagement activity helped shape the commitments that sit below this plan. Over 790 staff, partners and residents were involved.
- 2.6. The final plan objectives have been shaped by this feedback, and as we develop a more detailed action plan the feedback we have collected and analysed will continue to be invaluable.
- 2.7. The LGBTQIA Strategic Framework and Anti-Racism Framework are presented in these papers, along with the Equality Plan. They are discrete documents within the wider Equality Plan.

- 2.8. Now we have got the framing and priorities right, we need to develop a detailed action plan. Feedback from the consultation and engagement will also help us finalise these plans. We only have a duty to publish Equality Objectives. Residents have, however, been clear that they want us to be more open and transparent about what we do and how we measure success. In the interests of transparency and accountability, we will also bring back a more detailed equality action plan to Cabinet later this year. We will be developing a full refreshed equality needs assessment, informed by the insight from the consultation and engagement phase.
- 2.9. The Council has an Equality and Cohesion Policy which summarises Hackney's understanding of 'equality, diversity and cohesion.' This Policy will need to be updated in the light of the new objectives and this will also be brought to Cabinet later this year.

3. Recommendations

- 3.1. **That the Equality Plan be adopted, along with the anti-racism framework and LGBTQIA framework:**
- Appendix 1: Equality Plan**
Appendix 2: the anti-racism framework
Appendix 3: the LGBTQIA framework
- 3.2. **To note that a full action plan for the Equality Plan will be brought to Cabinet later this year**
- 3.3. **To note that the Equality and Cohesion Policy is also brought to Cabinet later this year, so it can reflect the new objectives**

4. Background

- 4.1. The new Equality Plan will replace the existing Single Equality Scheme 2018-2022 and so we are at a key point of change in policy which requires consultation and engagement. It is, furthermore, a statutory duty to publish equality objectives, and consult on them.
- 4.2. The [Single Equality Scheme 2018-2022](#) was developed to identify the proactive work needed, informed by a [detailed analysis of demographics and of inequality](#).
- 4.3. The pandemic revealed the stark racial inequality faced by some groups and, in response, the Council adopted a further commitment to anti-racism in July 2020. In July 2020, the Council passed a motion to work towards becoming an anti-racist organisation. This helped

strengthen the focus on what we need to change within institutions. We have now developed an anti-racism action plan.

- 4.4. In the Single Equality Scheme, we committed to developing a new LGBTQIA plan. In response, we have developed the LGBTQIA strategic framework.
- 4.5. Both the LGBTQIA Strategic Framework and Anti-Racism Framework are presented in these papers, along with the Equality Plan. Both frameworks have helped us to develop the final Equality Plan, applying the lessons of both to our overall approach to equality. They have helped us consider what is needed to tackle inequality and eliminate discrimination and engage differently with residents. They are discrete documents within the wider Equality Plan. In appending these frameworks, we are not diluting these issues but situating these plans in a wider frame and justification.
- 4.6. In March 2020, a [Community Impact Assessment](#) was established, so that the likely direct and indirect impacts of the pandemic in the short, medium and long term, could at least be understood, in advance of the official data.
- 4.7. We have drawn on data from this Community Impact Assessment and analysis of impacts from the cost of living crisis and worsening poverty. We combined this with data we hold internally and data from the 2021 Census, bearing in mind that this was a snapshot of a time when we were in lockdown and that the picture may change. We have noted that the way we collect and use data around equalities needs improving and this forms part of the plan.
- 4.8. Formal consultation and engagement on the plan involved over 790 staff, residents and stakeholders. The key changes that have been made are summarised in the Consultation section of this report.
- 4.9. *How we meet our legal duties*
- 4.10. The Equality Plan will set out how we meet our legal duties under the Equality Act. The Equality Act identifies “protected characteristics” which are listed below. It is illegal to discriminate against someone because of their:
- age
 - disability (this includes carers of all ages)
 - gender reassignment
 - marriage and civil partnership
 - pregnancy and maternity
 - race
 - religion or belief
 - sex
 - sexual orientation

- 4.11. Public bodies are required to work really proactively to tackle discrimination and disadvantage that is related to a protected characteristic. We have to think about how we foster good relations between all groups. This is called “Due Regard.” Marriage and civil partnership is only a protected characteristic when we are thinking about discrimination.
- 4.12. Public Bodies are also expected to publish draft objectives and consult on them. This Equality Plan presents a set of draft objectives for consultation. We are also asked to publish data about communities and workforce, which is also being updated as part of the development of this Equality Plan.
- 4.13. As well as thinking about protected characteristics, there are other groups we are considering in this Plan. We understand these groups are not protected under law. By identifying these groups, we are able to consider a wider set of needs that we need to consider in order to focus on fairer outcomes for residents. The original draft of the Equality Act contained a “socio-economic duty.” The Duty did not become law, but Hackney adopted it on a voluntary basis. This is because there is a strong link between socio-economic disadvantage and inequality. We therefore need to consider how someone could be more disadvantaged because of their socio-economic status, or we might be missing a key driver of inequality. We also try to consider how someone could be more disadvantaged because of their socio-economic status. We have considered this in our plans in 2013 and again in 2018.
- 4.14. Socio-economic disadvantage could be about education, occupation, income, locality, housing or social class. There is no singular way to measure “social class.” Hackney’s approach considers income inequality and poverty, housing, skills levels and occupation. As there is no national measurement, we have to draw on academic research and qualitative insight. In this new plan, we want to focus in particular on:
- 20% of households living in poverty which rises to 36% of households after housing costs are taken into account
 - 48% of children who live in poverty
 - People on low incomes in the private rented sector
- 4.15. The new plan also focuses on those who are vulnerable because of life experiences. This is so we ensure we are considering need through different lens when we undertake service planning and delivery and engage with residents. During consultation and engagement, we heard compelling reasons to include other groups. This is not an exhaustive list:
- Looked after children, care experienced people and care leavers
 - Single parents and teen parents
 - People with insecure immigration status
 - Ex Armed Forces

- People with multiple interconnected challenges (“complex needs”) including those who fall below statutory thresholds
- People experiencing perimenopause and menopause
- People in insecure private rented accommodation, at risk of homelessness or living in precarious conditions (e.g. sofa surfing) and people in temporary accommodation
- Domestic abuse victims and survivors
- People with an offending history

4.16. Objectives

Working with communities to:		
1. Eradicate inequality at every life stage by taking protective, preventative positive action	2. Building opportunity and well-being	3. Celebrate and serve diverse communities and value the contribution they make
<i>Rationale</i>		
<p>Some groups are more likely to face inequality and experience poor outcomes and to live in poverty. This is because they have experienced structural disadvantage that is rooted in prejudice and discrimination. This is both historical and current and deeply embedded into societal structures, including public institutions.</p> <p>There is proven bias and prejudice in the system that impacts on life chances and outcomes. This can include access to early help.</p> <p>We can have the greatest impact on life chances in early years. We need to recognise that inequality usually gets worse as people get older.</p>	<p>Poverty and socio-economic disadvantage are the main causes of inequality.</p> <p>Poverty in London and in Hackney is largely driven by market forces - housing costs, the stagnation of wages and greater job insecurity.</p> <p>For people who were already in poverty, it is getting worse. Other groups are falling into difficulty. Many more people are living in more insecure and precarious situations and in work poverty. This is leading to growing inequalities. This affects the whole community.</p> <p>This is then leading to a “hollowing out” of London and growing inequality, with middle income households and those with children leaving the city.</p>	<p>Hackney’s diverse, dynamic and changing population is what makes Hackney feel unique. It gives different areas their unique sense of identity.</p> <p>The borough is a cohesive borough where people from different backgrounds generally get on with each other.</p> <p>There is, however, a risk that the very communities that helped create a sense of place are excluded and marginalised in a changing borough.</p> <p>Community and community organisations are under strain and there are lines of tensions in communities. This is not helped by the current national sentiment which is hostile to the very communities that need support and advocacy, including refugees and asylum seekers and trans people. Other groups have been positioned as a “burden on the state”- including children with special educational needs.</p>

		Although there is a high level of trust in the population overall, this is much lower for Black and Global majority residents and social housing tenants.
<i>Our response</i>		

<p>We will take protective, preventative and positive action at every life stage from maternity to old age, working with communities and across the system:</p> <p>to address the root causes of inequality and dismantle structural disadvantages so that we see equity of outcomes at every life stage: Pregnancy, School readiness, Key Stage 4 (GCSE), Leaving school, Employment, Parenthood, Caring and Old age This work needs to be specific and intersectional.</p> <p>the Council will need to: work preventatively with partners to expose and eliminate bias and prejudice in the system.</p> <p>Examples include- Assessment of additional needs, Exclusions, Entering the criminal justice system, Unemployment, Eviction, Debt and Illness.</p> <p>we will create fair access to early help and support for residents experiencing difficulties, recognising the community and informal support that residents need.</p>	<p>Work with partners to create a safety net for those in poverty.</p> <p>We will support people to thrive and access opportunity and shape the local economy and growth so that it benefits residents.</p> <p>We will do what we can to tackle the market forces that drive poverty - housing costs, the stagnation of wages and greater job insecurity.</p> <p>We need, however, to see national policy changes to bring about a benefits system that makes work pay, a national economic strategy that brings better paid, secure jobs and major interventions to tackle the housing crisis. This needs to include improving standards in private rented housing.</p> <p>We will make Hackney a more inclusive and accessible place and promote wellbeing.</p>	<p>We need to put residents and communities first, thinking about underserved communities.</p> <p>Residents will be involved in shaping plans through effective engagement and collaboration.</p> <p>We will develop partnerships with communities and community organisations. They can help us support communities and build trust and confidence in the state.</p> <p>We will celebrate all our diverse communities and stand up for groups who face hostility.</p> <p>We will break down barriers that limit our reach, like language and digital barriers.</p> <p>We will develop a segmented, targeted and intersectional approach to community needs.</p> <p>We will review how well communities are getting on with each other and refresh our approach to how we bring different communities together.</p>
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Underpinning organisational objectives

4. Embed equality into service plans and practice across the council and the borough

Inequality is deeply embedded into societal structures and institutions. We need to change as an institution in order for this plan to have an impact. We need to embed an inclusive, humble, anti-discriminatory, anti-racist approach into service planning and practice.

Service planning and design and decision making

- We will develop new service planning and design guidance in line with these objectives, improving the way we use service and population data to develop a more consistent method for understanding inequality
- We will review and refresh guidance on monitoring / information collection of all equality groups
- We will develop our approach to impact assessments- strength based, systemic, trauma informed, anti-discriminatory and bringing in a community impact assessment
- We will update our commissioning and procurement guidance
- We will focus on disability equality and access in service planning

Language and communication

- We will refresh the current Inclusive Language guide and develop a consistent approach to accessible communications
- We will adopt guidance and resources on tackling language barriers

Participation and engagement

- We will develop consistent engagement and co-production principles that encourage ongoing collaboration with residents on long lasting solutions
- We will establish more collaborative ways to engage residents on equality issues

Developing our understanding of communities

- We will develop our understanding of different communities, identifying gaps in our understanding
- We will refresh our approach to reaching diverse communities

5. Change as an institution to ensure internal and systemic change

Rationale:

Inequality is deeply embedded into societal structures and institutions. We need to change as an institution in order for this plan to have an impact.

We need to develop an inclusive, humble, anti-discriminatory, anti-racist workforce that reflects the diversity of Hackney at all levels, and is confident working with communities from a trauma informed perspective.

- We will take action to develop the leadership and management culture and ensure that there is workforce diversity at all levels.
- We need a workforce that:

- understands what being inclusive, humble, anti-discriminatory and anti-racist means
- is trauma informed
- leads / works as a system- from a resident / borough not service perspective
- understands Hackney's diverse communities and is aware of the impact of poverty
- reflects the diversity of Hackney, at all levels
- can collaborate with communities

4.17. We will need to set up the right oversight to ensure that we are:

- Working together towards a common set of outcomes and intermediate outcomes.
- Embedding equality, diversity and inclusion into service design, delivery and practice.
- Developing an inclusive, open and humble and anti-racist leadership style
- Progressing action to ensure that the workforce reflects the diversity of Hackney's population at all levels.
- Tracking progress against intermediate outcomes and regularly assessing if these are making a difference on our long term outcomes.

4.18. Residents have told us that we need to be open and self-critical about past shortcomings and set out measures to avoid repeating these patterns of failure. They want to see the involvement of residents and community partners, including the voluntary and community sector, in holding the Council to account, as well as frontline workers. There are existing examples of working with the community that the Council leads or has helped shape that could be learned from.

4.19. There need to be anonymous feedback loops for both residents and staff to share their experiences about equality in Hackney. There is a call for brave and courageous leadership that is able to listen and be more creative and open in order to move further forward.

4.20. The Council will use this feedback to establish final governance arrangements, based on the following components:

- An ongoing way to gather community feedback on an ongoing and dynamic way
- A delivery group representing all involved in progressing this plan
- A thematic exploration of progress and impact led by the lead Cabinet Member for Equality
- Oversight of progress by the Council's Corporate Leadership and Cabinet will jointly consider progress on a six monthly basis.
- An annual report on progress against this plan that is resident facing and in an accessible form

4.21. We will ask formal partnerships and partners to commit to working towards a shared approach to tackling key inequalities. This work builds on extensive collaboration with partners in recent years. This will be formalised and will start with a focus on anti-racism. From this, we have identified the shared areas we will want to progress together.

- Outcomes and data and insight / lived experience
- Service design
- Developing leadership culture and workforce
- Accountability
- Resident engagement and collaboration

4.22. Anti-racism Framework Objectives

The anti-racism framework objectives reflect the Equality Plan objectives. They were developed first and influence the wider objectives.

1. Identify and eradicate racism and racial inequality at every life stage by taking protective, preventative and positive action (as well as an equitable approach)
2. Build opportunity and wellbeing; ensuring a focus on racial equity
3. Celebrate and serve diverse communities and value the contribution they make
4. Embed anti-racism into service plans and practice across the council and the borough.
5. Change as an institution: the leadership and management culture and diversity of leadership; to ensure internal and systemic change.

4.23. LGBTQIA Framework thematic areas set out shared goals for the Council to work towards to become inclusive of LGBTQIA staff and residents and to eradicate inequalities. It has also influenced the emphasis in the wider Equality Plan on how we need to change as an institution and specifically the Underpinning Organisational Objectives.

Accessibility & Service Provision

Intersectionality

Demographics & Data

Informed Allyship

Participation & Engagement

Community Resilience & Belonging

Equality Impact Assessment

4.24. The Equality Plan is intended to have a positive impact on residents. By adopting a plan we can ensure that in Hackney we are focused on residents who are most likely to be discriminated against or disadvantaged because of a protected characteristic or because they are socio-economically disadvantaged or belong to one of the groups we have

identified as being more likely to be vulnerable. This will include residents who the Council struggles to reach through universal or traditional methods including those who are digitally excluded, have been excluded underserved by Council services and excluded by existing systems and structures making it harder for their voices to be heard or for them to “take up the space.” These groups will inevitably have higher levels of distrust in the state.

- 4.25. The Equality Plan also considers staff who are more likely to be discriminated against or disadvantaged because of a protected characteristic or because they are socio-economically disadvantaged or belong to one of the groups we have identified as being more likely to be vulnerable. This will include staff who are non office based staff.
- 4.26. These very groups are also the groups who are most likely to face disadvantages in being heard and influencing the Equality Plan.
- 4.27. At the outset, in the Equality Impact Assessment (EqIA) that went to Cabinet in July, we identified who we wanted to hear from, and have reviewed how successful we have been. We have learnt a lot from the consultation and engagement. There are some groups we did not succeed in engaging, and this assessment is detailed in the consultation report and Equality Plan. However the data suggests that the main gaps are Turkish and Kurdish communities, as well as Asian and South East Asia communities. Young people under 20 and people who are Trans or have a Trans history.
- 4.28. This has helped us to identify the priority groups who we now want to focus on as we develop a more detailed action plan and we will use a full refreshed EqIA to help us develop this plan.
- 4.29. Sustainability and climate change
- 4.30. The Equality Plan sets out how we tackle inequality which is a key way we can achieve social sustainability.
- 4.31. Consultations
- 4.32. Consultation and engagement focused on **all staff, partners and residents**, as all are potentially affected. We focused more on residents and staff who are more likely to be impacted by the plan because they are more likely to be discriminated against or disadvantaged because of a protected characteristic or because they are socio-economically disadvantaged or belong to one of the groups we have identified as being more likely to be vulnerable.
- 4.33. We identified the groups who we most wanted to hear from and offered a range of ways to engage with the Equality Plan:
- Online consultation - promoted directly and by signposting
 - Convening focus groups

- Collaborating with partners to go to meetings or groups that were already happening
 - Inviting a call for evidence and insight
- 4.34. We received 90 online responses, but engagement activity involved a further 701 people: 355 staff, 239 partners and 107 residents (of which 53 completed monitoring information).
- 4.35. We have also drawn on the insight from the 65 events that happened during the Council's anti-racist summit in October and November 2023.
- 4.36. From the Consultation and Engagement, it was clear that residents wanted to see the detailed actions below this high level plan. We will bring a full action plan back to Cabinet which draws on all the rich data and insight gathered.
- 4.37. We were asked to show how we were building on previous learning and work. The outline plan sets out how the objectives will build on existing work and also provides a summary of progress made through the last Single Equality Scheme (an update was published as part of the Corporate Plan Update in February 2022). We will also look at sharing progress in an equality hub, similar to the anti-racism hub published in 2022.
- 4.38. We received feedback that our objectives were too soft and reactive. We have used bolder and more positive language.
- 4.39. Prosperity jarred. We have amended the second objective to talk about opportunity and wellbeing.
- 4.40. There were strong views that we needed to celebrate and stand up for communities who are seen as a "problem" in society. We were urged to see community tensions and strengthen efforts to build good relations. We have strengthened the focus on this, including actions to review cohesion and how communities get on with each other.
- 4.41. There was wide support for the existing focus on institutional change and on the need for the Council to serve residents better. There was a strong ask for us to be trauma informed and to find ways to collaborate with communities in an ongoing way.
- 4.42. There was a need for more of a focus on groups who were in precarious housing situations and temporary accommodation, more comprehensive work looking at disability equality and carers, including children with special educational needs. We also needed to look at gender and sex based inequality and discrimination. We have added these are new priorities in the high level Equality Plan.
- 4.43. **Risk Assessment**

4.44. The main risk of adopting an Equality Plan is that it will only become more difficult to meet the commitments in the plan because the operating context becomes even more challenging with a worsening economy and increased demand on services. The main way that this risk is being managed is to be upfront in this plan about these challenges and how we need to respond.

4.45. On balance, there are more strategic and reputational risks from not adopting an Equality Plan. As the operating context continues to be challenging, unpredictable and complex, we need to be very purposeful and planned and informed by the best understanding of key inequalities. This will help us avoid reactive responses to issues or concerns raised by residents or equality groups about equality impacts.

5. Comments of the Group Director of Finance

5.1. There are no direct financial implications arising from the recommendations within this report. Financial implications as a result of adopting the Equality Plan or the associated frameworks will be addressed via the normal council budget setting and resource allocation processes and will need to be met within existing resources.

6. Comments of the Acting Director of Legal, Democratic and Electoral Services

6.1. Part 2, Article 4.8(c) of the Constitution states that the Equalities Statement (now Equality Plan) is a Discretionary (as decided by Full Council) part of the Policy Framework. Part 2, Article 4.7(b) of the Constitution states that approving or adopting the policy framework is a function of Full Council only.

6.2. Council is also asked to note that a full action plan for the Equality Plan will be brought to Cabinet later this year, and also to note that the Equality and Cohesion Policy will be brought to Cabinet later this year, so it can reflect the new objectives. These matters are ones which Cabinet can agree under the Mayor's Scheme of Delegation which states that approval of all corporate policies and strategies and all formal service strategies is reserved to the Mayor and Cabinet.

Appendices

Appendix 1: [Equality Plan](#)

Appendix 2: [the anti-racism Framework](#)

Appendix 3: [the LGBTQIA framework.](#)

Appendix 4: [Consultation and Engagement Report](#)

Background documents

None.

Report Author	Sonia Khan AD for Policy and Strategic Delivery sonia.khan@hackney.gov.uk Tel: (020) 8356 5148
Comments for the Group Director of Finance prepared by	Name John Holden Title Assistant Director of Finance - Sustainability, Public Realm and Special Projects john.holden@hackney.gov.uk Tel: (020) 8356 4653
Comments for the Acting Director of Legal, Democratic and Electoral Services prepared by	Patrick Rodger, Acting Team Leader (Places) Patrick.Rodger@Hackney.gov.uk Tel: (020) 8356 6187

Hackney Council Equality Plan 2024-2026

1. Why we need a plan

In 2022, Hackney Council adopted a new Strategic Plan. This presented the Council's ambitions for the next four years. It also described the key challenges. The plan sets out how we will need to respond, working with residents and partners. The plan includes commitments for how the Council maximises its own resources - jobs, contracts and making best use of our spaces and assets.

We are in one of the most difficult times in post war memory, with deep inequalities in society, and in our borough. The UK faces the most severe cost-of-living crisis in 40 years. Hackney residents are really struggling with this latest crisis. This comes after over a decade of austerity from national government cuts. It comes after the pandemic.

This means that demand for support is increasing. Council budgets cannot keep up with the level of demand. We expect this situation to become even worse and we expect government cuts over the next few years. This is a very challenging context. An equality plan will help focus on achieving fair outcomes for Hackney residents.

We will have to make very difficult decisions about budgets and services over the next few years. The equality plan will help us understand the context for these decisions. It will help us to consider what we can do, if anything, to mitigate these actions. Inequality of outcomes has a huge cost on residents' lives and affects the whole community. It leads to wasted talent and increased costs to the state. This plan recognises that bias and discrimination can be deeply embedded into our processes and cultures. When we fail our residents, we make unfair decisions, waste our resources and create wider problems. By focusing on institutional change, the Equality Plan can support us to be more efficient and high performing.

2. What the plan covers

The final plan identifies the key objectives that will frame and guide our approach to equality, by seeking to eradicate inequality at every life stage, building opportunity, and well-being and celebrating and serving diverse communities and valuing the contribution they make. The plan is clear that to have an impact on these objectives, we need to change as an institution to better meet residents' needs. This means embedding equality into everyday service design and practice. It also means that we need to change our leadership and management culture and to see a Council workforce that reflects the diversity of Hackney communities at all levels. We want this change to happen across the system that residents come into contact with. So this is not just about the Council. It is about statutory partners, the voluntary and community sector, local businesses and employers. It is about representative and participatory structures and boards and committees.

There is good practice in progress across the system. We will lead by example and bring partners together to support change.

Some residents feel that Council communication does not resonate with their experience of life in the borough. They feel we are too defensive when presented with new ideas or challenges. Although trust in the Council is high for the whole population, it is much lower for Black and Global majority residents and social housing tenants. In response, we need to develop a culture that is comfortable with hearing uncomfortable truths. We need to be more open and confident about working with residents as part of the solutions. We must pay attention to residents who we are least likely to hear from. We have to remain agile and adaptive to meeting new needs that we identify through this dialogue.

In the last Equality Scheme, we committed to developing a new LGBTQIA plan. In response, we have developed the LGBTQIA strategic framework. In July 2020, the Council passed a motion to work towards becoming an anti-racist organisation. This helped strengthen the focus on what we need to change within institutions. We have now developed an anti-racism action plan. We are sharing both these plans alongside the Equality Plan and inviting engagement.

Over the last few years, the Council has adopted motions that champion the needs and rights of groups. This Equality Plan considers how we can include these motions.

The motions cover:

- anti-racism
- supporting trans rights
- considering the impact of perimenopause and menopause
- understanding the needs of single parents
- tackling islamophobia and anti-semitism
- becoming age friendly and dementia friendly
- being committed to the “right to food.”

3. How we have developed the plan

The plan and approach builds on past work and learning. It has been developed through reviewing progress on our existing work including a full review of the last single equality scheme, which was summarised in the Corporate Plan Update 2022.

In March 2020, a [Community Impact Assessment](#) was established, so that the likely direct and indirect impacts of the pandemic in the short, medium and long term, could at least be understood, in advance of the official data. We have drawn on data from this Community Impact Assessment and analysis of impacts from the cost of living crisis and worsening poverty. We combined this with data we hold internally and data from the 2021 Census, bearing in mind that this was a snapshot of a time when we were in lockdown and that the picture may change. We have noted that the way we collect and use data around equalities needs improving and this forms part of the plan.

We have also developed this plan in tandem with looking at the budget for 24/25 and implications of savings.

We received 90 online responses, but engagement activity involved a further 701 people: 355 staff, 239 partners and 107 residents (of which 53 completed monitoring information). We have also drawn on the insight from the 65 events that happened during the Council's anti-racist summit in October and November 2023.

A breakdown of who we reached can be found in the Consultation and Engagement Report.

The online consultation was designed to check if we have got the objectives right and if we are explaining them in an accessible and relevant way. The resident engagement was designed to gather new insight about what is driving inequality, understand what is working and is valued and develop specific thematic areas of work. It has also helped us to develop richer deeper links into communities with insights, actions and to develop ideas for how we involve partners and residents in working with us to help us tackle inequality and provide critical challenge and accountability.

From the Consultation and Engagement, it was clear that residents wanted to see the detailed actions below this high level plan. We will bring a full action plan back to Cabinet which draws on all the rich data and insight gathered.

We were asked to show how we were building on previous learning and work. The outline plan sets out how the objectives will build on existing work and also provides a summary of progress made through the last Single Equality Scheme (an update was published as part of the Corporate Plan Update in February 2022). We will also look at sharing progress in an equality hub, similar to the anti-racism hub published in 2022.

We received feedback that our objectives were too soft and reactive. We have used bolder and more positive language.

Prosperity jarred. We have amended the second objective to talk about opportunity and wellbeing.

There were strong views that we needed to celebrate and stand up for communities who are seen as a "problem" in society. We were urged to see community tensions and strengthen efforts to build good relations. We have strengthened the focus on this, and including actions to review cohesion and how communities get on with each other.

There was wide support for the existing focus on institutional change and on the need for the Council to serve residents better. There was a strong demand for us to be trauma informed and to find ways to collaborate with communities in an ongoing way.

There was a need for more of a focus on groups who were in precarious housing situations and temporary accommodation, more comprehensive work looking at disability equality and carers, including children with special educational needs. We also needed to look at gender and sex based inequality and discrimination. We have added these as new priorities in the high level Equality Plan.

4. Which groups are considered in the plan?

How we meet our legal duties

The Equality Plan will set out how we meet our legal duties under the Equality Act. The Equality Act identifies “protected characteristics” which are listed below. It is illegal to discriminate against someone because of their:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

Public bodies are required to work really proactively to tackle discrimination and disadvantage that is related to a protected characteristic. We have to think about how we foster good relations between all groups. This is called “Due Regard.”

Marriage and civil partnership is only a protected characteristic when we are thinking about discrimination.

Public Bodies are also expected to publish draft objectives and consult on them. This Equality Plan presents a set of draft objectives for consultation. We are also asked to publish data about communities and workforce, which is also being updated as part of the development of this Equality Plan.

Other groups considered as part of this Equality Plan

As well as thinking about protected characteristics, there are other groups we are considering in this Plan. We understand these groups are not protected under law. By identifying these groups, we are able to consider a wider set of needs that we need to consider in order to focus on fairer outcomes for residents. The original draft of the Equality Act contained a “socio-economic duty.” The Duty did not become law but Hackney adopted it on a voluntary basis. This means that the Council tries to tackle inequality that we know will lead to socio-economic disadvantage. We also try to consider how someone could be more disadvantaged because of their socio-economic status. We have considered this in our plans in 2013 and again in 2018.

Socio-economic disadvantage could be about education, occupation, income, locality, housing or social class. There is no singular way to measure “social class.” Hackney’s approach considers income inequality and poverty, housing, skills levels and occupation. As there is no national measurement, we have to draw on academic research and qualitative insight. In this new plan, we want to focus in particular on:

- 20% of households living in poverty which rises to 36% of households after housing costs are taken into account
- 48% of children who live in poverty
- People on low incomes in the private rented sector

The new plan also focuses on those who are vulnerable because of life experiences. During consultation and engagement, we heard about other groups who we needed to consider for this reason. This is not an exhaustive list:

- Looked after children, care experienced people and care leavers
- Single parents and teen parents
- People with insecure immigration status
- Ex Armed Forces
- People with multiple interconnected challenges (“complex needs”) including those who fall below statutory thresholds
- People experiencing perimenopause and menopause
- People in insecure private rented accommodation, at risk of homelessness or living in precarious conditions (eg sofa surfing) and people in temporary accommodation
- Domestic abuse victims and survivors
- People with an offending history

5. Financial context

Inequality of outcomes has a huge cost on residents’ lives and affects the whole community. It leads to wasted talent and increased costs to the state. This plan recognises that bias and discrimination can be deeply embedded into our processes and cultures. When we fail our residents, we make unfair decisions, waste our resources and create wider problems. By focusing on institutional change, the Equality Plan can support us to be more efficient and high performing.

The Equality Plan is, however, being drafted at a time when the Council’s Medium Term Financial Plan presents an indicative budget gap of £22.5m in 2025-26. The indicative cumulative budget gaps in the following two years are £34.6m and £52.3m respectively. We face these challenges off the back of a sustained period of funding cuts where we have seen a reduction of £156m in real terms (40%) in our spending power (excluding council tax) since 2010-11. The Council is seeking to deliver as large a proportion of the budget reductions required through transforming the way the Council delivers some of our services, but are inevitably some difficult choices to make. In this very challenging context, an equality plan will help us keep focused on equality, diversity and inclusion.

It will help us continue to consider the cumulative impacts on our residents of savings and how these will be managed. A Cumulative Equality Impact Assessment has been developed iteratively as the budget for 2024/25 has been developed. The assessment will be kept under review to support future budget setting, the implementation of savings and to help shape transformation and inform corporate planning. The assessment has been done at the same time as we have been developing this new Equality Plan for Hackney for 2024-26. The plan has been informed by the cumulative impact assessment in the following ways:

Savings proposals will seek to move to more positive, enabling and empowering model of public service delivery and to move resources “upstream” to be more preventative.

- We will ensure that we are able to understand if these intended outcomes are achieved, and to feed this learning into the wider work relating to prevention under the Equality Plan.
- Having ongoing resident check and challenge, as is proposed in the Equality Plan should help us to capture resident insight into how these changes are being felt in communities.
- The Equality Plan can also help create the right conditions for early help and prevention across the system, which will be reliant on partnerships focused on tackling inequality and developing solutions with partners.

Savings may have an impact on place and on community tensions

The Equality Plan will have a priority to review cohesion and actions needed to strengthen communities.

Savings may impact on staff

The Equality Plan should help us focus on understanding differential impacts and mitigations needed, and should support change being delivered in an inclusive way, as part of wider workforce strategy.

6. Equality Plan Objectives

Working with communities to:		
1. Eradicate inequality at every life stage by taking protective, preventative positive action	2. Building opportunity and well-being	3. Celebrate and serve diverse communities and value the contribution they make
<i>Rationale</i>		

<p>Some groups are more likely to face inequality and experience poor outcomes and to live in poverty. This is because they have experienced structural disadvantages that are rooted in prejudice and discrimination. This is both historical and current and deeply embedded into societal structures, including public institutions.</p> <p>There is proven bias and prejudice in the system that impacts on life chances and outcomes. This can include access to early help.</p> <p>We can have the greatest impact on life chances in early years. We need to recognise that inequality usually gets worse as people get older.</p>	<p>Poverty and socio-economic disadvantage are the main causes of inequality.</p> <p>Poverty in London and in Hackney is largely driven by market forces - housing costs, the stagnation of wages and greater job insecurity.</p> <p>For people who were already in poverty, it is getting worse. Other groups are falling into difficulty. Many more people are living in more insecure and precarious situations and in work poverty. This is leading to growing inequalities. This affects the whole community.</p> <p>This is then leading to a “hollowing out” of London and growing inequality, with middle income households and those with children leaving the city.</p>	<p>Hackney’s diverse, dynamic and changing population is what makes Hackney feel unique. It gives different areas their unique sense of identity.</p> <p>The borough is a cohesive borough where people from different backgrounds generally get on with each other.</p> <p>There is, however, a risk that the very communities that helped create a sense of place are excluded and marginalised in a changing borough.</p> <p>Community and community organisations are under strain and there are lines of tensions in communities. This is not helped by the current national sentiment which is hostile to the very communities that need support and advocacy, including refugees and asylum seekers and trans people. Other groups have been positioned as a “burden on the state”- including children with special educational needs.</p> <p>Although there is a high level of trust in the population overall, this is much lower for Black and Global majority residents and social housing tenants.</p>
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<i>Our response</i>		
<p>We will take protective, preventative and positive action at every life stage from maternity to old age, working with communities and across the system:</p> <p>to address the root causes of inequality and dismantle structural disadvantages so that we see equity of outcomes at every life stage: Pregnancy, School readiness, Key Stage 4 (GCSE), Leaving school, Employment, Parenthood, Caring and Old age This work needs to be specific and intersectional.</p> <p>the Council will need to: work preventatively with partners to expose and eliminate bias and prejudice in the system.</p> <p>Examples include- Assessment of additional needs, Exclusions, Entering the criminal justice system, Unemployment, Eviction, Debt and Illness.</p> <p>We will create fair access to early help and support for residents experiencing difficulties, recognising the community and informal support that residents need.</p>	<p>Work with partners to create a safety net for those in poverty.</p> <p>We will support people to thrive and access opportunity and shape the local economy and growth so that it benefits residents.</p> <p>We will do what we can to tackle the market forces that drive poverty - housing costs, the stagnation of wages and greater job insecurity.</p> <p>We need, however, to see national policy changes to bring about a benefits system that makes work pay, a national economic strategy that brings better paid, secure jobs and major interventions to tackle the housing crisis. This needs to include improving standards in private rented housing.</p> <p>We will make Hackney a more inclusive and accessible place and promote wellbeing.</p>	<p>We need to put residents and communities first, thinking about underserved communities.</p> <p>Residents will be involved in shaping plans through effective engagement and collaboration.</p> <p>We will develop partnerships with communities and community organisations. They can help us support communities and build trust and confidence in the state.</p> <p>We will celebrate all our diverse communities and stand up for groups who face hostility.</p> <p>We will break down barriers that limit our reach, like language and digital barriers.</p> <p>We will develop a segmented, targeted and intersectional approach to community needs.</p> <p>We will review how well communities are getting on with each other and refresh our approach to how we bring different communities together.</p>

Underpinning organisational objectives
<p>4. Embed equality into service plans and practice across the council and the borough</p>
<p>Inequality is deeply embedded into societal structures and institutions. We need to change as an institution in order for this plan to have an impact. We need to embed an inclusive, humble, anti-discriminatory, anti-racist approach into service planning and practice.</p>
<p>Service planning and design and decision making</p> <ul style="list-style-type: none"> ● We will develop new service planning and design guidance in line with these objectives, improving the way we use service and population data to develop a more consistent method for understanding inequality ● We will review and refresh guidance on monitoring / information collection of all equality groups ● We will develop our approach to impact assessments- strength based, systemic, trauma informed, anti-discriminatory and bringing in a community impact assessment ● We will update our commissioning and procurement guidance ● We will focus on disability equality and access in service planning <p>Language and communication</p> <ul style="list-style-type: none"> ● We will refresh the current Inclusive Language guide and develop a consistent approach to accessible communications ● We will adopt guidance and resources on tackling language barriers <p>Participation and engagement</p> <ul style="list-style-type: none"> ● We will develop consistent engagement and co-production principles that encourage ongoing collaboration with residents on long lasting solutions ● We will establish more collaborative ways to engage residents on equality issues <p>Developing our understanding of communities</p> <ul style="list-style-type: none"> ● We will develop our understanding of different communities, identifying gaps in our understanding ● We will refresh our approach to reaching diverse communities
<p>5. Change as an institution to ensure internal and systemic change</p>
<p><i>Rationale:</i></p> <p>Inequality is deeply embedded into societal structures and institutions. We need to change as an institution in order for this plan to have an impact.</p> <p>We need to develop an inclusive, humble, anti-discriminatory, anti-racist workforce that reflects the diversity of Hackney at all levels, and is confident working with communities from a trauma informed perspective.</p>
<ul style="list-style-type: none"> ● We will take action to develop the leadership and management culture and ensure that there is workforce diversity at all levels. ● We need a workforce that: <ul style="list-style-type: none"> ○ understands what being inclusive, humble, anti-discriminatory and anti-racist means

- is trauma informed
- leads / works as a system- from a resident / borough not service perspective
- understands Hackney's diverse communities and is aware of the impact of poverty
- reflects the diversity of Hackney, at all levels
- can collaborate with communities

Anti-racism Framework Objectives

The anti-racism framework objectives reflect the Equality Plan objectives. They were developed first and influenced the wider objectives.

1. Identify and eradicate racism and racial inequality at every life stage by taking protective, preventative and positive action (as well as an equitable approach).
2. Build opportunity and wellbeing; ensuring a focus on racial equity
3. Celebrate and serve diverse communities and value the contribution they make.
4. Embed anti-racism into service plans and practice across the council and the borough.
5. Change as an institution: the leadership and management culture and diversity of leadership; to ensure internal and systemic change.

LGBTQIA Framework

LGBTQIA Framework thematic areas set out shared goals for the Council to work towards to become inclusive of LGBTQIA staff and residents and to eradicate inequalities. It has also influenced the emphasis in the wider Equality Plan on how we need to change as an institution and specifically the Underpinning Organisational Objectives.

1. Accessibility & Service Provision
2. Intersectionality
3. Demographics & Data
4. Informed Allyship
5. Participation & Engagement
6. Community Resilience & Belonging

7. Accounting for the impact of the plan

We will need to set up the right oversight to ensure that we are:

- Working together towards a common set of outcomes and intermediate outcomes.
- Embedding equality, diversity and inclusion into service design, delivery and practice.
- Developing an inclusive, open and humble and anti-racist leadership style
- Progressing action to ensure that the workforce reflects the diversity of Hackney's population at all levels.

- Tracking progress against intermediate outcomes and regularly assessing if these are making a difference on our long term outcomes.

Residents have told us that we need to be open and self-critical about past shortcomings and set out measures to avoid repeating these patterns of failure. They want to see the involvement of residents and community partners, including the voluntary and community sector, in holding the Council to account, as well as frontline workers. There are existing examples of working with the community that the Council leads or has helped shape that could be learned from.

There need to be anonymous feedback loops for both residents and staff to share their experiences about equality in Hackney. There is a call for brave and courageous leadership that is able to listen and be more creative and open in order to move further forward.

The Council will use this feedback to establish final governance arrangements, based on the following components:

- We will draw on the feedback from consultation and engagement to establish final governance arrangements which will identify how we gather community feedback on an ongoing and dynamic way that helps hold us to account, act as critical friends for new and current work, as well as mapping the journey travelled
- A delivery group representing all involved in progressing this plan
- A thematic exploration of progress and impact led by the lead Cabinet Member for Equality
- Oversight of progress by the Council's Corporate Leadership and Cabinet will jointly consider progress on a six monthly basis.
- An annual report on progress against this plan that is resident facing and in an accessible form

We will ask formal partnerships and partners to commit to working towards a shared approach to tackling key inequalities. This work builds on extensive collaboration with partners in recent years. This will be formalised and will start with a focus on anti-racism. From this, we have identified the shared areas we will want to progress together.

- Outcomes and data and insight / lived experience
- Service design
- Developing leadership culture and workforce
- Accountability
- Resident engagement and collaboration

7. Outline plan

These priority areas build on what is in the [Strategic Plan](#).

1. Eradicate inequality at every life stage by taking protective, preventative positive action

Rationale:

Some groups are more likely to face inequality and experience poor outcomes and to live in poverty. This is because they have experienced structural disadvantages that are rooted in prejudice and discrimination. This is both historical and current and deeply embedded into societal structures, including public institutions.

There is proven bias and prejudice in the system that impacts on life chances and outcomes. This can include access to early help.

We can have the greatest impact on life chances in early years. We need to recognise that inequality usually gets worse as people get older.

Our response:

We will need to:

- **address the root causes of inequality and dismantle structural disadvantages so that we see equity of outcomes at every life stage: Pregnancy, School readiness, Key Stage 4 (GCSE), Leaving school, Employment, Parenthood, Caring and Old age. This work needs to be specific and intersectional.**
- **work preventatively with partners to expose and eliminate bias and prejudice in the system. Examples include- Assessment of additional needs, Exclusions, Entering the criminal justice system, Unemployment, Eviction, Debt and Illness.**

Existing priorities:

Children

- The City and Hackney Place Based Partnership has a strong focus on giving children the best start in life with ambitions to reduce infant and neonatal mortality, increase immunisation, improve early childhood development, improve healthy weight, reduce mental health crisis and reduce unplanned pregnancy. Supporting children and young people's emotional wellbeing is key to early help and prevention and since the pandemic, we have seen an increased demand for support.
- Supporting first time young parents - Enhanced Health Visiting Service
- Developing integrated family support services to meet families' social care, education, mental and physical health needs through the Children and Family Hub
- Provide an excellent, inclusive and equitable local experience for all Hackney children and young people with SEND
- Improve the life chances of every child, young person and learner in Hackney, where schools, settings and partners provide an exciting environment which

ensures safety, inclusion and success for everyone through Schools Improvement

- Work across the system to Improve Outcomes for Black Children and Families and progress work under Hackney's Anti-Racism Framework

Health inequalities

- Ageing Well: making Hackney a place where residents can age well, making the place and services more age friendly and dementia friendly valuing the contribution of older people to life in the borough.
- Improve health and wellbeing in Hackney whilst also reducing health inequalities - the avoidable and unfair differences in health between different groups and communities:
 - Support the priorities of the City and Hackney Health and Care Board (the local Place Based Partnership of the ICS) focus on children, mental wellbeing and long term conditions.
 - Support the Health and Wellbeing strategy priorities for 2022-2026 which has a specific focus on mental wellbeing, social connection and financial security.
 - Ensure that the Population Health Hub (PHH) is a resource for all partners to draw on to improve population health and reduce health inequality.
 - Co-produce a new Integrated Mental Health Network and establish a commission to ensure that local mental health services are meeting the needs of all residents and tackling inequality of outcomes.
 - Continued partnership action to through Hackney Healthy Weight Strategic Partnership
 - Deliver actions across the whole system to support people to stop smoking, that will be led by the recently re-launched Hackney Tobacco Control Alliance and local strategic priorities to reduce alcohol-related harms
 - Commit to ensuring there are no new HIV infections by the year 2030

Carers

- Develop Carers Strategy -to set out the Council's approach to supporting carers and those who need them, especially unpaid carers.

New priorities:

- Through continued work under Hackney's Anti-Racism Framework, work with statutory and community partners and residents to review and address root causes of inequality for:
 - Turkish Kurdish communities (including Alevi community)
 - Charedi (Orthodox Jewish Community)
 - smaller populations - beginning with Gypsy Roma Traveller. Insight has previously been shared about the needs of South and Central American, Chinese community and Somali residents.

As part of this work, we will seek to improve our understanding of the population, because we know Census data can give us an inaccurate picture of populations that do not fit into the traditional equality monitoring categories.

- Review sex and gender equality and identify actions needed, with statutory and community partners and residents

- Review disability equality and identify actions needed, with statutory and community partners and residents

Create fair access to early help and support for residents experiencing difficulties, recognising the community and informal support that residents need

Existing work:

- Fairer Help work between Council, health partners and community partners: Equip workers with knowledge, skills, relationships, confidence, resilience and connectivity to strengthen the quality of community based help for residents who may be experiencing hard times and may go on to experience multiple and complex needs and further disadvantage.

Key strategies:

- [Ageing Well Strategy](#)
- [Hackney Young Futures Commission](#)
- [Health and Wellbeing Strategy](#)
- [Integrated Care System Place Based Plan](#)
- [Poverty Reduction Framework](#)
- [Schools Improvement Plan](#)
- [SEND Strategy](#)

2. Building opportunity and well-being

Rationale:

Poverty and socio-economic disadvantage are the main causes of inequality.

Poverty in London and in Hackney is largely driven by market forces - housing costs, the stagnation of wages and greater job insecurity. For people who were already in poverty, it is getting worse. Other groups are falling into difficulty. Many more people are living in more insecure and precarious situations and in work poverty. This is leading to growing inequalities. This affects the whole community. This is then leading to a "hollowing out" of London and growing inequality, with middle income households and those with children leaving the city.

We will do what we can but we need to see national policy changes to bring about a benefits system that makes work pay, a national economic strategy that brings better paid, secure jobs and major interventions to tackle the housing crisis. This needs to include improving standards in private rented housing.

Our response:

Work with partners to create a safety net for those in poverty.

Existing work:

- Work with partners to improve crisis support, making the connection between crisis support and early help, including action to support the right to food

We will support people to thrive and access opportunity and shape the local economy and growth so that it benefits residents.

Existing work:

Access opportunity

- Work together with our schools and settings to tackle the attainment gap so great results do not depend on a child's background or where they live.
- Focus employment support activity on priority groups including over 50's, disabled residents, young people and care leavers.
- Provide lifelong learning opportunities to address skills gaps and take advantage of the growth in green jobs, technology and social care sectors.

Shape local economy and growth

- Progress actions to increase diversity in the tech with employers
- Works closely with local employers to encourage them to become LLW employers. Hackney is a London Living Wage (LLW) Accredited employer and expects our contractors also to pay LLW.
- Ensure regeneration creates better places, a more inclusive economy, and the facilities that local communities need.
- Develop and implement a more targeted approach to supporting local suppliers to be contract ready then win relevant public sector contracts
- Support a just transition from carbon-intensive jobs and businesses.

We will do what we can to tackle the market forces that drive poverty - housing costs, the stagnation of wages and greater job insecurity.

Existing work:

- Deliver 300 new social rented homes as part of our commitment to deliver 1,000 social rent homes between now and 2026.
- We are developing a new five year housing strategy that builds on a new Strategic Housing Market Needs Assessment and Housing Needs Survey.
- We have adopted a new [Homelessness and Rough Sleeping Strategy](#) which responds to a steep and rapid increase in overall homelessness and rough sleeping, particularly young people, an increase in the number of homeless people with multiple needs, a shrinking private rented sector and increasing competition for accommodation.
- Hackney continues to push for high standards for temporary accommodation with 87% of placements made into registered buildings with the Pan London inspectorate.

- We work as preventatively as we can. Staff supporting homeless people are trained in mediation and trauma informed practice and a new team to assist residents with searching for affordable privately rented homes has been established.
- We have continued to campaign to improve standards in the private rented sector through our Better Renting Campaign, and offer support to residents who face the risk of eviction.
- We are helping those in the private rented sector secure the repairs needed to ensure their homes are safe and free from damp and mould.
- Hackney's Affordable Childcare Commission identified actions in late 2023 which the Council will respond to later this year.

We need, however, to see national policy changes to bring about a benefits system that makes work pay, a national economic strategy that brings better paid, secure jobs and major interventions to tackle the housing crisis. This needs to include improving standards in private rented housing.

<p>We will make Hackney a more inclusive and accessible place and promote wellbeing</p>
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Existing work

Accessible borough

- We will build on the principles we have already established through the Child Friendly Borough planning guidance, the Ageing Well Strategy, and our Hackney an Accessible Place for Everyone and co-produce a new design guide with disabled and older people to ensure that our streets, parks, estates, public buildings, high streets and public spaces are inclusive and accessible for all.
- Promote the Healthy Streets Approach which improves air quality, reduces congestion and helps make areas greener, healthier and more attractive places, to encourage people to walk, cycle and use public transport
- Continue to support Play Streets and School Streets and the principles as set out in the Child Friendly Places planning document to encourage doorstep play, 'play on the way' and opportunities to connect with nature

Digital access and inclusion

- We are refreshing our understanding of Digital Inclusion provision to provide a comprehensive picture of the current landscape and opportunities to improve impact.

Community space

- Through 'SpaceBank,' we are looking at how we can ensure that council owned buildings support local businesses, social enterprises, voluntary, community and third sector tenants.

Wellbeing

- Proactively encourage walking and physical activity, including continuing to deliver the Sport England funded Kings Park Moving Together project and apply these lessons more widely

- Continue to improve leisure centres and parks and invest in a network of new, free, outdoor gym facilities in our parks and green spaces
- Progress work to make Hackney a place where residents can age well, progressing Hackney's Ageing Well Strategy, making the place and services more age friendly and dementia friendly valuing the contribution of older people to life in the borough.

People with care needs

- Through our [Learning Disabilities Strategy](#) we will ensure that learning disabled adults are active and valued in a community which is accessible and enabling
- Our [Autism Strategy](#) help the Council and its partners to work together to make services and the community friendly to autistic residents
- Review our day services provision for residents who are eligible for care and support from the Council, to improve choice and personalisation.
- Improve how we track outcomes in adult social care, with a focus on strength based practice and an understanding of intersectionality (the multiple ways people can be discriminated or disadvantaged because of who they are- e.g. by gender, ethnicity and class)

Refugees and migrants

- Hackney is already committed to being as welcoming and inclusive as possible for migrants and refugees with a cross cutting team leading on Refugee, Migrant & Asylum Seeker support.

New priority:

- Hackney has now signed [a motion](#) to become a borough of sanctuary that signals that Hackney is a welcoming place of safety for all. This is a formally recognised position. We are now identifying actions to formally be recognised as a borough of sanctuary. This is an opportunity to develop our wider work across the system including community partners, raise visibility of work, and leverage support from the local community.

[Ageing Well Strategy](#)

[Autism Strategy](#)

[Child Friendly SPD](#)

Draft Housing Strategy

[Health and Wellbeing Strategy](#)

[Homelessness and Rough Sleeping Strategy](#)

[Inclusive Economy Strategy](#)

[Learning Disabilities Strategy](#)

[Poverty Reduction Framework](#)

3. Celebrate and serve diverse communities and value the contribution they make

Rationale:

Hackney's diverse, dynamic and changing population is what makes Hackney feel unique. It gives different areas their unique sense of identity. The borough is a cohesive borough where people from different backgrounds generally get on with each other. There is, however, a risk that the very communities that helped create a sense of place are excluded and marginalised in a changing borough. Community and community organisations are under strain and there are lines of tensions in communities. This is not helped by the current national sentiment which is hostile to the very communities that need support and advocacy, including refugees and asylum seekers and trans people. Other groups have been positioned as a "burden on the state"- including children with special educational needs. Although there is a high level of trust in the population overall, this is much lower for Black and Global majority residents and social housing tenants. We need to put residents and communities first, thinking about underserved communities.

Our response

Residents will be involved in shaping plans through effective engagement and collaboration.

Existing work:

Young Futures

- The [Valuing the Future Through Young Voices](#) report was published in November 2020. To support progress and the embedding of the findings and legacy, we created a Young Futures Legacy programme, which employed young people for 5 hours a week to help progress work between 2021 and 2024. As [reported to Cabinet in 2023](#), fifty of the 73 recommendations have now been embedded into the Council's business as usual commitments.

New priorities:

- Developing a consistent cross Council approach to co-production and engagement.

We will develop partnerships with communities and community organisations. They can help us support communities and build trust and confidence in the state.

Existing work:

- A key part of maintaining the current levels of trust and confidence and building trust where it is low, is about improving services, where needed, and this also recognises that those most reliant on Council services will be most greatly impacted by poor services.

- We have developed community partnerships and strengthened collaboration on poverty reduction
- We work with residents, artists, practitioners, creatives and performers to help them shape the cultural life of the borough, strengthen our communities, and enhance the quality of life for everyone.
- We have worked hard to respond to the Cyber attack in 2020, Black Lives Matter and the review into the treatment of Child Q in 2022, as these presented key risks to trust and confidence. Progressing work towards the Council becoming more inclusive, humble and anti-racist, including future planned work such as implementing the Social Care Workforce Race Equality Standards, is also going to be critical to us rebuilding trust and confidence.
- Improving trust and confidence in policing remains a key focus of work. The Council has worked closely with the Police and community partners to develop a new trust and confidence in police action plan and also to progress a pilot with the Mayors Office for Policing and Crime, (MOPAC) to establish a new approach to community-led scrutiny of police powers.

We will celebrate all our diverse communities and stand up for groups who face hostility.

Existing work:

Tackling Hate Crime

- Hackney is committed to offering better support to those affected by a hate crime or incident and to give witnesses the confidence to come forward and report. This includes reducing anti-semitism working closely with Shomrim and key stakeholders from the Charedi communities.

We will break down barriers that limit our reach, like language and digital barriers.

Existing work:

- We are identifying actions to improve residents' experience of translation and interpretation as a tool for accessing services. This will include recommendations for a new contract with translation and interpretation services, wider guidance and support for using translation and interpretation services and other solutions that can be introduced in parallel to having translation and interpretation support.
- We are refreshing our understanding of Digital Inclusion provision to provide a comprehensive picture of the current landscape and opportunities to improve impact. This may identify changes for the Council.

New priorities:

- We will undertake a review of how we can make communications more accessible

We will develop a segmented, targeted and intersectional approach to community needs

New priorities:

- We will improve our engagement with residents, taking a more sophisticated and nuanced approach, recognising that communities are not homogenous. This will include faith groups, youth groups, and more transient populations. As part of this work we are committed to developing our approach to engaging with members of the Charedi and Muslim communities, recognising both form significant sections of Hackney's population, and that there is a great deal of diversity in communities.

We will review how well communities are getting on with each other and refresh our approach to how we bring different communities together.

New priorities:

We will undertake a review of community cohesion to understand how well communities are getting on with each other, refresh our approach to how we bring different communities together and identify new actions needed.

Key strategies:

[Culture Strategy](#)

Culture Strategy

[No Place for Hate](#)

[Young Futures](#)

[Voluntary Sector Strategy](#)

Underpinning organisational objectives

[4. Embed equality into service plans and practice across the council and the borough](#)

Inequality is deeply embedded into societal structures and institutions. We need to change as an institution in order for this plan to have an impact. We need to embed an inclusive, humble, anti-discriminatory, anti-racist approach into service planning and practice.

Our response:

Data and insight

We are developing a full equality needs analysis to build on high level data about key inequalities and informing performance management metrics. This seeks to go beyond traditional public sector analysis which concentrates on individual and community barriers and factors:

- Cultural and community
- Individual and family factors

This will help us understand drivers of inequality in the wider societal context:

- Poverty and socio-economic inequality
- Institutional, societal and systemic discrimination
- Lack of trust between the community and state
- The impact of trauma

To do this effectively and meaningfully, we need to think forensically about what is driving inequality and the experiences and status of different groups rather than generalise issues.

We understand that census data is unlikely to accurately represent all communities. The 2021 census was taken during the COVID pandemic, where home life for many was different than usual. In 2021, researchers from De Montfort University Leicester (DMU) found that men, people from lower income brackets, young people, and those living in rented accommodations were less likely to fill out census data. Additionally, people lacking trust in the process are less likely to want to complete the census. This can lead to the misrepresentation of certain groups and communities, which is crucial as it can lead to policies and prioritisation of needs aligned with the communities we serve. We are concerned for examples about an undercount in Charedi Jewish communities, Gypsy, Roma and Traveller communities and Turkish Kurdish communities.

This shows that the census data is not truly representative of all communities. To understand the makeup of our communities in Hackney and across London, we need to use multiple sources of information; and diverse and less traditional forms of gathering data. Additionally, it is essential to understand that some ways we obtain data/information about communities can traumatise communities.

Equality data collection

These actions help us take forward part of the LGBTQIA framework, which can be applied to all equality work. We will ensure that:

- Review the Council's data collection strategy and guidance, and ensure personal information data collection is trauma informed and consistently applied across the council

Intersectionality

These actions help us take forward part of the LGBTQIA framework, which can be applied to all equality work. We will ensure that:

- An understanding of intersectionality is embedded into all relevant training
- Equality Impact Assessments have a section designed to draw out potentially intersectional impacts
- Intersecting needs are considered during grant making and commissioning processes
- Equality of outcomes are represented across all council strategies and plans, with clear links and signposting to relevant cross-service work

The new plan identifies groups who are vulnerable because of life experiences. We will ensure that services are taking account of the needs of these groups in policy and practice.

- Looked after children, care experienced people and care leavers
- Single parents and teen parents
- People with insecure immigration status
- Ex Armed Forces
- People with multiple interconnected challenges (“complex needs”) including those who fall below statutory thresholds
- People experiencing perimenopause and menopause
- People in insecure private rented accommodation, at risk of homelessness or living in precarious conditions (eg sofa surfing) and people in temporary accommodation
- Domestic abuse victims and survivors
- People with an offending history

We will do this by;

- including data and an analysis of need in our refreshed equality profile
- developing our understanding of needs through sharing lived experience of inequalities and of council services
- we will identify specific proactive actions that are also needed through this needs assessment

Service planning and design and decision making

- We will develop new service planning and design guidance in line with these objectives, improving the way we use service and population data to develop a more consistent method for understanding inequality
- We will review and refresh guidance on monitoring / information collection of all equality groups
- We will develop our approach to impact assessments- strength based, systemic, trauma informed, anti-discriminatory and bringing in a community impact assessment
- We will update our commissioning and procurement guidance
- We will focus on disability equality and access in service planning

Language and communication

- We will refresh the current Inclusive Language guide and develop a consistent approach to accessible communications
- We will adopt guidance and resources on tackling language barriers

Participation and engagement

- We will develop consistent engagement and co-production principles that encourage ongoing collaboration with residents on long lasting solutions
- We will establish more collaborative ways to engage residents on equality issues

Developing our understanding of communities

- We will develop our understanding of different communities, identifying gaps in our understanding including:
 - Gypsy Roma
 - Insecure Immigration status
 - Dementia awareness
 - Disability equality

5. Change as an institution to ensure internal and systemic change

Rationale:

Some groups are more likely to face inequality and experience poor outcomes and to live in poverty. Groups do not happen to be more disadvantaged by chance. Structural disadvantage is rooted in prejudice and discrimination that is both historical and current and deeply embedded into societal structures, including public institutions.

Our response:

As well as taking action to tackle key inequalities and disadvantages in communities:

- We will take action to develop the leadership and management culture and ensure workforce diversity at all levels.
- We need to work with other institutions across the system- public, private and voluntary and community sector and embed a more inclusive, humble, anti-discriminatory mindset into culture, service planning, practice and accountability.

We need a leadership and workforce that:

- **Can work across the system-** as a Council, we need to be more outward facing and collaborative, to find the right sustainable solutions. This will require leaders to work across boundaries with a greater degree of flexibility and openness to change than they have perhaps been used to.
- **Puts trauma informed, anti-racist and poverty informed understanding and ways of working into practice**
- **Is inclusive, humble, anti-discriminatory and anti-racist and reflects the diversity of Hackney at all levels**
- **Takes a strength based approach** - understanding Hackney's diverse communities and has the skills to collaborate with communities, co-designing long lasting solutions

8. Building on the progress made 2018-2022

The [Single Equality Scheme 2018-2022](#) was developed to identify the proactive work needed, informed by a [detailed analysis of demographics and of inequality](#). The pandemic revealed the stark racial inequality faced by some groups and, in response, the Council adopted a further commitment to anti-racism in July 2020. In March 2020, a [Community Impact Assessment](#) was established, so that the likely direct and indirect impacts of the pandemic in the short, medium and long term, could at least be understood, in advance of the official data. This has been informed by national, regional and local intelligence, both quantitative and qualitative and has helped us understand likely impacts and actions needed. A full update is provided on the Single Equality Scheme was provided as part of the update on the corporate plan 2018-2022 which is published [here](#).

A significant part of progressing work under the last scheme was focused on poverty reduction and shaping a more inclusive economy. The commitment to anti-racism, adopted in July 2020, was an important public statement that responded to the impacts of the pandemic, the death of George Floyd and the growing Black Lives Matter movement. It was built on the groundwork of Hackney's Improving Outcomes for Young Black Men Programme. Being an anti-racist organisation is about tackling much more than conscious hatred and grappling with racism that is far more embedded in society.

9. Summary of Data considered to develop this plan

This is a summary of the data that has been drawn on. Further work will be undertaken to develop a full equality needs analysis.

The plan has also been informed by census analysis published here: <https://hackney.gov.uk/population>


<u>Group</u>	Demographics	Insight
<u>age</u>	Ageing Well Strategy 2020 includes data on outcomes for older people 0-18 health needs assessment March 2022 includes maternity	Ageing Well Strategy 2020 Young Futures
<u>disability</u>	Disability and Health 2021 Census data Draft initial needs assessment	

	(unpublished as yet)	
gender reassignment	LGBTQIA data digest	LGBTQIA data digest also includes insight
pregnancy and maternity	0-18 health needs assessment March 2022 includes maternity	Insights from Bump Buddies and Homerton (unpublished)
race	<p>Anti-racism action plan summarises key inequalities</p> <p>Inequalities for black children and young people: this data digest drills down into data about inequalities for black boys and young men work.</p> <p>Inequalities in the Turkish Kurdish community: this unpublished review will help frame new cross cutting work</p>	Understanding the needs of vulnerable migrants - helped scope out cross cutting work to support vulnerable migrants
religion or belief	<p>Ethnic Group, National Identity, Language and Religion</p> <p>Profiling the needs of faith communities -2011 data needs updating</p>	Visits to Jewish community partners and issues raised (unpublished)
sex	Needs of women and girls - 2011 data needs updating and to look at key inequalities for men	
sexual orientation	LGBTQIA data digest	LGBTQIA data digest includes insight
Socio-economic	Poverty Reduction Framework 2023 -sets out key inequalities and cumulative impacts	Food Poverty Insight 2019- needs of those in food poverty

	Hackney Economic Profile Indices of multiple deprivation Housing Strategy (not published)	Food poverty workshop insight (MATCH equity work) Case studies about the impact that Household Support Fund is having on residents - case studies.
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Insight into barriers

<u>Barriers</u>	Demographic differences	Insight
<u>Languages</u>	Ethnic Group, National Identity, Language and Religion	Thematic insights from recent workshop on English Language barriers 2023 Translation and Interpretation Review Report
<u>Digital</u>	Digital exclusion - key groups and barriers 2021	Survey of organisations working with digitally excluded residents (unpublished)
<u>Disability</u>	<p>Work was undertaken to scope out work to improve access to face to face, telephone and online front door (customer services) for disabled people. Made a number of recommendations but not yet implemented.</p> <p>Hackney Access for Everyone looked at how we can make the public realm more accessible to promote mobility and greater independence.</p> <p>ASC is developing a carers strategy and will have insights from them</p>	

<u>Trust and confidence in council</u>	Residents' survey	Young Futures Ageing Well Improving outcomes Poverty Reduction Framework LGBTQIA data and insight Child Q review related work KPMT insight
<u>Physical activity</u>	Community Insight Report 1 Community Insight Report 2	KPMT insight
<u>Access and inclusion review of leisure centres</u>	 Access and Inclusion Revi...	

10. Glossary

Term	Explanation
Complex Need	An individual with complex needs is facing multiple interconnected challenges that significantly impact their wellbeing and social function. This could include, for example, poor health, housing instability or homelessness, debt, poverty, disability, substance addiction etc.
Co-design	Co-design is a participatory method in which community members are treated as equal collaborators in the design process. Stakeholders and end users are actively involved in the design of a product or service from the earliest stage.
Equality & Equity	Equality is where individuals or groups of people are able to access the same resources or opportunities. This does not necessarily lead to an equal outcome. Equity is where individuals or groups of people are able to reach an equal outcome. This may require delivering different resources or opportunities depending on the circumstances of the individual or groups in question.

Intersectional	<p>Intersectionality is the concept that where people experience discrimination in more than one dimension, the experience is unique due to the overlap. For example, Black women don't just experience sexism (as women) and racism (as Black people), but their experiences are unique from white women or black men due to the intersection of the two.</p>
Protected characteristic	<p>A "protected characteristic" is an attribute that is protected from discrimination by law.</p> <p>There are 9 protected characteristics outlined in the Equality Act 2010: Age, Sex, Sexual Orientation, Ethnicity, Gender Reassignment, Religion or Philosophical Belief, Pregnancy and Maternity, Marriage or Civil Partnership.</p> <p>A person must not be discriminated against for having - or being perceived to have - a protected characteristic.</p>
Socio-economic	<p>"of, relating to, or involving a combination of social and economic factors" (Merriam-Webster)</p> <p>"Socio-economic status" is a way of describing the relationship between groups of people relating to their social class and financial situation</p>

Hackney's Anti-Racism Framework

2024-2026

Introduction	2
Defining Racism and Anti-Racism	3
Hackney's Diversity	5
The Anti-Racism Framework	8
The Objectives	8
Accountability: Embedding Anti-racism into mindset- Culture, Behaviours and Practice	9
Objective 1: Identify and eradicate racial inequality at every life stage by taking protective, preventative and positive action (as well as an equitable approach)	10
Objective 2: Build opportunity and wellbeing; ensuring a focus on racial equity	12
Objective 3: Celebrate and serve diverse communities and value the contribution they make	14
Objective 4: Embed anti-racism into service plans and practice across the council and the borough.	16
Objective 5: Change as an institution: the leadership and management culture and diversity of leadership; to ensure internal and systemic change.	18
Good Practice: Case Studies	22
Barriers and Challenges to Implementing Anti-Racism	24
Appendix	26
Glossary	26

Introduction

Over the last five years, Hackney has taken action towards eradicating racial inequality for individuals, communities, systems, and societies. However, we are not anti-racist yet, we still have a long way to go, and we cannot do this on our own.

Hackney residents are also impacted by other Councils and institutions outside of Hackney. We want to ensure residents' experience of the council and other institutions is fair. Therefore, it is important to build a shared understanding and commitment to anti-racism across the system. We need to understand that there are discriminatory and oppressive structures and practices which lead to inequality and harm. Therefore, it is everyone's responsibility to be anti-racist and work together to dismantle these structures.

The anti-racism framework is crucial to support us in meeting our Public Sector Equality Duty. This is the duty of public authorities to think about how their policies and decisions affect people who are protected under the Equality Act, to tackle discrimination and disadvantage, and to promote equality. Additionally, if public authorities do not do this, they can be challenged in court.

The anti-racism framework has been developed as part of the wider Equality Plan and has helped us develop the broader set of equality objectives. The plan has discrete accountability and governance; however, by locating the work within a wider assessment of needs and priorities, Hackney Council is very clear about the urgent need to be anti-racist. It also helps us to take an intersectional approach and consider how racism and racial inequality intersect with other forms of discrimination and disadvantage that our residents may experience.

Hackney's work on Improving Outcomes for Young Black Men and now for Black Children and Young People started in 2015. The work drew on insight from our residents' lived experience and working with community partners to codesign new approaches, to improve council services and improve outcomes for our Black children and young people. [This work](#) has informed the need for an anti-racism to underpin and guide all work and the contents of this framework.

In July 2020, Hackney Council adopted [a motion](#) to work towards being an anti-racist organisation. This has helped strengthen the focus and commitment to anti-racism. The motion specifically discussed what we need to change within institutions to make them anti-racist. Later, in May 2022, the Council held the first Anti-Racist Praxis Conference led by the Children and Education Directorate.

Early in 2023, we published the progress we had made online on our [anti-racism hub](#). This highlights the journey towards becoming an Anti-racist borough; but also shows good practice and evidence of progress and impact, but also shows we have much more work to do.

In October 2023, we held our first whole Council staff Anti-Racist Summit focused on culture, behaviour and practice. There were 65 events over a two month period. Each directorate also made a set of commitments based on staff needs and wishes to become more anti-racist. We have drawn on the insight from these events to help shape the final draft of the anti-racism plan.

From 20th November 2023 to Jan 21st 2023, we invited staff, residents, community and statutory partners to help us shape the equality plan, LGBTQIA+ strategic framework, and the Anti-racist framework. Additionally, previous reports, data and research, and consultation with staff, communities and organisations have been used to inform this Anti-Racist Framework. In total, we received 90 online responses, and engagement activity involved a further 701 people: 355 staff, 239 partners and 107 residents (of which 53 completed monitoring information).

Hackney as a borough has a long-standing history of working to eradicate all inequalities; however, this has yet to be a completely joined-up approach. To have an impact, we need to make sure everyone in the system is starting from the same understanding of what racism and anti-racism is. We need to adopt a consistent approach within and outside the Council to develop a common approach and set of actions towards anti-racism. This means working with residents, statutory partners (like health and police), voluntary and community organisations and businesses. These are the best ways to sustain the work in the long term and avoid repeating patterns of bias and discrimination deeply embedded in society that the council also perpetuates.

At Hackney, we are committed to calling ourselves and others out on the harm and structural discrimination; and dismantle the system that allows this; and working with staff, residents and community partners to make changes to this.

Defining Racism and Anti-Racism

Race is social construct defined as your skin colour, caste, nationality or/and ethnic or national origins; it also covers ethnic and racial groups (groups of people with the same protected characteristic of race or ethnicity). It is a protected characteristic under the Equality Act 2010. Racism is also a social construct; created to oppress and marginalise individuals and groups based on the colour of their skin, ethnicity, nationality and citizenship in order to exploit them; which can be seen in forms of hatred, prejudice and discrimination. Hackney is also clear that Anti-Semitism (fear, prejudice or discrimination against Jews) and Islamophobia (fear, prejudice or discrimination against Muslims) is racism.

However, our understanding of racism goes beyond overt acts, and it is seen both structurally and institutionally. This is created by the social structures that disadvantage and racialise some people and groups more than others, now and historically. which favour White people. However, these privileges are more complex and White groups can and have been racialized as well - we see this for Jewish communities, Irish, Gypsy, Roma and Traveller communities. We need to work together to dismantle these ways of working to eradicate inequalities that people face, which cause tremendous harm.

Racism also intersects with other forms of discrimination, including disability, class, gender, religion, age and sexuality. Crenshaw defines intersectionality as 'understanding the ways that multiple forms of inequality or disadvantage sometimes compound themselves and create obstacles that often are not understood among conventional ways of thinking.' These intersections are essential to understand as they are embedded in our structures and day-to-day lives, which cause an increased combination of discrimination, inequality, and harm to some individuals and groups of people.

This is important as our plans and framework to support specific protected characteristics and communities all link together in our equality plan. This also includes key work streams such as Improving Outcomes for Black Children and Young People, Hackney Young Futures and Ageing Well.

Hackney took a lead role in the shaping of the London Council's Anti-Racist Statement to ensure a consistent commitment to anti-racism across all Councils in London. In 2023, we were also one of the first Councils to take part in a benchmarking exercise to review our work against the [London Councils Anti-Racist Self Assessment Standard](#). This learning has informed this framework.

The London Councils Anti-Racist Statement

Local authorities in London are committed to achieving racial equality because we recognise that persistent racial inequalities are unacceptable and adversely affect all Londoners. We know that certain groups are more likely to face inequality, experience poor outcomes and to live in poverty than others. Often these outcomes are used as an excuse not to acknowledge racial inequality, but groups are not more disadvantaged by chance. Structural disadvantage is rooted in racism and discrimination that is both historical and current.

We do have legislation to protect against overt racism, negative attitudes and treatment, but many of the systems that discriminate do so because of more subtle and covert unchecked "prejudice, assumptions, ignorance, thoughtlessness and racist stereotyping." This wording draws on the Macpherson Report 1999 definition of institutional racism which is still relevant today. This is a dehumanising process that is unacceptable and communities are tired of being treated this way. We cannot let another generation down by not actively responding to what remains a clear and compelling articulation of what needs to change.

All local authorities should be committed to taking an anti-racist approach because the most damaging aspects of inequality and racism are embedded in society. It is not enough to "not be racist" or to focus on tackling conscious hatred, like racial abuse.

It is everyone's responsibility to proactively and continuously:

- Unpack and reset beliefs, assumptions and values;
- Take action when we observe racism come into play, in beliefs, assumptions and values and the decisions and actions that follow, however subtle;

- Be humble and educate ourselves in what we don't know about racial inequalities and racism that exists, rather than putting the onus on others to educate us.

Our collective commitment to achieve racial equality focuses on what London councils can do together to have a positive impact on life outcomes at all stages, including in relation to health and wellbeing, employment and education. This is about social justice and promoting equality because all Londoners should be able to reach their potential in all spheres.

What does Anti-Racism look like

Racism was designed to gain and keep power, control and privilege, and to legitimise and justify colonialism and imperialism. Anti-racism is the deconstruction of this power and control. It is being active instead of passive in the fight to dismantle racial inequality. This does not mean always treating everyone equally; it is about designing and delivering equitable solutions, where some people need more support because they are more disadvantaged.

Being able to disconnect from the painful reality of racism is a privilege. It is a white privilege, although there are groups who are White who have been racialized and also experienced racism. Racism causes public service failure, economic failure, wasted talent and opportunities and this impacts the entire community and society. Anti-racism is therefore about creating a fairer society and world for everyone, where racial identity is no longer a factor that leads to disadvantage and inequality.

Social Justice is therefore at the core of anti-racist and anti-discriminatory work. Social justice has been defined as justice in relation to a fairness in the distribution of wealth, opportunities, and privileges within a society where individuals' rights are recognized and protected. This includes giving access to healthcare, economic opportunity, uplifting and empowering residential voices and enterprise and standing up for the communities we serve by providing care, resources and space for them to be seen and thrive.

Many Black and Global Majority people, especially women, carry the burden of anti-racist work in historically rooted structural oppression. This plan makes clear that anti-racism is the responsibility of everyone in Hackney Council. We have also developed an anti-racism continuum to help services understand where racism shows up and what it looks like. The aim of the continuum is to encourage learning, reflection, understanding and action to support embedding anti-racism into our practice and decision making across the council.

Hackney's Diversity

According to the 2021 census

- 53.1% of Hackney residents identified their ethnicity within the 'White' category. The second most common ethnic group category in Hackney after

“White” is ‘Black’, with 21.1% of Hackney residents identifying in this category. Hackney has a significantly higher proportion of residents who identify as ‘Black’ than for both London and England.

- Hackney’s Asian population is 10.37% which is significantly less than the average for London (20.7%) but is more in line with the average for England (9.6%). Census data does not give us an accurate estimate for the Turkish population, and we will do more work to develop an accurate estimate. 2% of the population wrote in Turkish as an identity, 3.3% gave Turkey as their place of birth. Others will have identified themselves under other categories, such as Other White.

Hackney is also home to distinct ethno-religious groups:

- According to the Anti-discrimination (Amendment) Act 1994, an ethnoreligious group is defined as a group with a charged history, religion, culturally traditional, common geographical organising, common languages, literature- and previous definition did not include race, politics or culture. This change led to Sikhs and Jews being included under ethno-religious groups.
 - According to the 2021 Census people of the Jewish faith makeup 6.7% of the population in Hackney which is much higher than London (1.7%) and England, (0.5%). Jewish communities in Hackney are largely made up of Orthodox, or Charedi Jewish people living in the North of the borough as well as wider Jewish communities across the borough. We recognise this is likely to be an underrepresentation of the current population and are working with partners to develop a more accurate estimate.
 - Many Kurdish people from Turkey live in Hackney and Haringey. The majority of Turkish-speaking residents belong to the Sunni sect of Islam, while a large number of Kurds are Alevi who make up about 1% of Hackney’s population. There are also a small number of Kurdish Christians in Hackney.

Religion and belief

- In the 2021 Census 36.3% in Hackney stated they had ‘no religion’. This was 9.2% above the London average but around the same as for England as a whole.
- Just under a third of Hackney residents identify as Christian (30.7%), 10% lower than for London, and 15.6% lower than in England as a whole.
- Hackney has a considerably higher proportion of Muslims (13.3%) than England as a whole (6.7%) but slightly lower than the London average (15%).
- Hackney has considerably more people of the Jewish faith (6.7%), which equates to an estimated 17,426 people, compared with London (1.7%) and England, (0.5%). This community is largely made up of Orthodox, or Haredi Jewish people who mainly live in the North East of the borough. As described above, this is likely to be an undercount and we need to work with the Charedi community to address this. The Census did not distinguish between Orthodox,

and Non-Orthodox Jewish people so all are categorised as 'Jewish' in the Census.

Languages

- An estimated 89 languages are spoken in Hackney. The top 10 preferred languages in Hackney are: English (80.1%), Turkish (3.2%), Spanish (2%), French (1.3%), Portuguese (1.3%) Yiddish (1.3%), Italian (1.2%), Polish (0.9%), Bengali (with Sylheti and Chatgaya) (0.8%) and Gujarati (0.6%).
- However, there are many more languages that are spoken in Hackney.

The census data may not accurately represent all communities who are in Hackney in 2024. The 2021 census was taken during the COVID pandemic, where home life for many was different than usual. [In 2021, researchers from De Montfort University Leicester \(DMU\)](#) found that men, people from lower income brackets, young people, and those living in rented accommodations were less likely to fill out census data. Additionally, people lacking trust in the process are less likely to want to complete the census. This can lead to the misrepresentation of certain groups and communities, which is crucial as it can lead to policies and prioritisation of needs aligned with the communities we serve.

For example, Charedi Jewish communities in Hackney noted that the Census data was mostly filled out via paper, which only allowed for 5 household members to be noted per household, which significantly un-represent their households as they traditionally have larger families. [According to a demographic report by the Institute of Jewish Public Research](#), which used DfE school census and Charedi birth records found that "Charedi children have been undercounted in the Census, by as much as 35%. aged 0-16 are 30% of the Borough's child population and those aged 0-5 are 40% of the 0-5 population. 90% of the council's services do not reach 30% of its child population. The growth rate within this cohort is also something that council leaders need to understand and engage with."

The Gypsy, Roma and Traveller community in Hackney do not believe that the census data represented them as a distinct ethnic group, only allowing for them to register under the 'White' category. This community spans across those who define themselves as Gypsies (including English Gypsies, Scottish Gypsies or Travellers, Welsh Gypsies and other Romany people); Irish Travellers (who have specific Irish roots). Roma is understood to be more recent migrants from Central and Eastern Europe. Also the term Traveller can also encompass groups that travel. This includes, but is not limited to, New Travellers, Boaters, Bargees and Showpeople.

Standard ethnic categorisations also makes it difficult to accurately capture the Turkish and Kurdish population, leading to potential under representation.

This shows that certain communities do not believe that the ethnic categories and census data is truly representative of all communities. To understand the makeup of our communities in Hackney and across London, we need to use multiple sources of information; and diverse and less traditional forms of gathering data. Additionally, it is essential to understand that some ways we obtain data/information about communities can traumatise communities.

Groups facing key inequalities

- Black Caribbean, Black African, Other Black groups, and Turkish Kurdish groups face key inequalities in education, health, income, and employment. We also see these inequalities in the Charedi community.
- Within the Muslim community - there are many different cultural groups. They will have specific needs that will not be catered for by one generic approach to engagement.
- Hackney is home to smaller communities who face significant inequalities. This includes: Gypsy, Roma and Traveller, South American, Vietnamese, Chinese (including Hong Kong Chinese), Somali and West Central African communities.
- In considering how we tackle racial inequality, we need to consider communities who are oppressed or marginalised by a wider majority group, for example, a minority religious group.

The Anti-Racism Framework

This Framework and its objectives have been developed using both current and historical research and insight, as well as input from the staff and public consultation of the Equality Plan that ended on the 21st January 2024.

Based on this consultation, we are now calling this the Anti-Racism Framework rather than an action plan. This is because it broadens our scope to think not only about specific actions but also organisational culture and ways of working; and ensuring this change is embedded across all areas of the council and Hackney as a whole.

The Objectives

Working together with partners and communities to:

Identify and eradicate racial inequality at every life stage by taking protective, preventative and positive action (as well as an equitable approach)

Build opportunity and wellbeing; ensuring a focus on racial equity

Celebrate and serve diverse communities and value the contribution they make

Embed anti-racism into service plans and practice across the council and the borough.

Change as an institution: leadership and management culture, diversity of leadership; to ensure internal and systemic change.

Accountability: Embedding Anti-racism into mindset- Culture, Behaviours and Practice

It is important to have robust accountability and governance for the Anti-Racism Framework, to ensure that we are meeting the commitments made and meeting the expectations of residents and staff. We need to be open and transparent as a council, on past and current failures to ensure that we avoid repeating the same mistakes and perpetuating systemic racism and discrimination.

To ensure accountability:

- We will be tracking progress against intermediate outcomes across the system, and regularly assessing if these are making a difference in our long-term outcomes.

We will also ensure that there is accountability to track the actions we are taking, specifically:

- We are taking action to embed equality, diversity and inclusion into service design, delivery and practice; through wider plans like our Equality Plan.
- Each directorate has made a list of commitments, after the 2023 Anti-racist summit, which will be measured and held accountable; which is an important part of embedding the Anti-Racism Framework across the council.
- We are taking action to ensure open, humble and anti-racist leadership styles.
- We are taking action to ensure that the workforce reflects the ethnic diversity of Hackney's populations at all levels and works towards a common set of measures of success.
- We are tracking progress against these measures of success, and our workforce is becoming more reflective of the diversity of the community at all levels. We are using data from multiple sources (quantitative and qualitative), service planning and outcomes measured, and measures the conditions for anti-racism to be met.
- We will listen to residents and staff, for feedback during the lifespan of the framework, and ensure we make any changes needed in response.

To support the plan and ensure objectives are met; we are establishing clear governance, which will include

- A delivery group of officers (senior, desk and non-desk facing, working in policy, working directly with communities) across all the directorates, who will review if Hackney is meeting their objectives

- Sessions will be led by lead Cabinet member, Cllr Williams; Cabinet leads and senior officers who will review progress and impact of the Anti-racist Framework.
- The Council's Corporate Leadership and Cabinet will jointly consider progress on a six-monthly basis (as a minimum)
- We will draw on the feedback from consultation and engagement to establish final governance arrangements which will identify how we gather community feedback in an ongoing and dynamic way that helps hold us to account, act as critical friends for new and current work, as well as mapping the journey travelled.
- Hackney Council will take part in peer reviews, where other local councils scrutinise our services, and tell us where we need to do better for our residents.

Objective 1: Identify and eradicate racial inequality at every life stage by taking protective, preventative and positive action (as well as an equitable approach)

We see racial inequality at every life stage in Hackney, as well as in wider society: Pregnancy, School readiness, Key Stage 4 (GCSE), Leaving school, Employment, Parenthood, Caring and Old age.

Nationally, there is a disproportionately high level of black children in care ([Nuffield, 2023](#)) and black caribbean boys who are excluded ([GOV, 2024](#)), the rate of black women who die in childbirth in the UK is four times higher than the population ([House of Commons, 2023](#)). Jewish communities face difficulty accessing statutory services that understand them and can meet their needs. Many Black and Global Majority families are within overcrowded, temporary accommodation and unsuitable housing. Gypsy, Roma and Traveller communities also experience multiple complex levels of racism which leads to marginalisation, poor outcomes and services that do not understand or meet their needs.

When people face socio-economic difficulty they can also experience inequality or unfair treatment that can lead to crisis points: School Exclusions, Entering the criminal justice system, Unemployment, Eviction, Debt and Illness. We also understand that our services in the council can perpetuate these inequalities. There is proven bias in the system that leads to unfair and unequal outcomes. We need to take preventative action against racism at every life stage, working across the whole system. We need to be specific to the needs of our residents and intersectional in the way we work.

Objective 1: Identify and eradicate racism and racial inequality at every life stage by taking protective, preventative and positive action (as well as an equitable approach)

Develop our understanding of the root causes of racism at every life stage by:	<i>Develop an outcomes framework that can be adopted by all:</i>	Identify the Solutions needed
<p>Working closely with Hackney's population health hub to:</p> <p>Refresh existing equality evidence base for the whole population.</p> <p>Look at national population data, on outcomes, service take up, service outcomes and qualitative insight.</p> <p>Identify precisely who is facing inequality and who is missing from the data sets -avoiding blanket categories and ensuring analysis is intersectional, and is informed by the communities experiencing inequalities.</p> <p>Review progress and impact of work so far.</p> <p>Build on existing priorities in the single equality scheme 2018-22 and the Improving Outcomes for Black children and Young People workstream.</p>	<p>Clearly identifies agreed interventions and work streams</p> <p>Sets out how these will deliver agreed outcomes</p> <p>Identifies key measures, milestones and review points for all workstreams.</p> <p>Sets timescales for change.</p> <p>Considers evidence about how realistic these plans are, including benchmarking data</p> <p>Involves residents throughout in providing critical challenges.</p> <p>Communicate progress made and the resulting impact to residents and staff</p>	<p>We will identify whether the right conditions are in place to have an impact by listening to residents and staff</p> <p>Work closely with residents and partners across the system towards co-design creative and innovative solutions that eradicate racial inequalities Eg working in partnership with parents and community partners to reduce the number of Black children excluded from school and the number of Black children in looked after services.</p> <p>Agree cross-cutting positive, protective, preventative work; that seeks to tackle root causes, building on existing priorities in the single equality scheme and proactive work already underway through health partners.</p> <p>Work with community and statutory partners (ex. Education, health, police) to share resources and hold each other to account when racism shows up in our systems.</p>

This objective will build on existing work:

- The joint Children and Education Action Plan, and their practice standards, seek to tackle the overrepresentation of Black and Global Majority children in exclusions and children's social care. It will ensure that early years, education and early help are inclusive and anti-racist and can have an impact on outcomes across the life course.

- [Improving outcomes for black children and young people](#) have developed 4 work streams and commissioned work/progress in education, mental health and wellbeing, reducing harm and employment. Black children and young people have been involved in the co-production of these working streams; which are accountability boards and measurable outcomes.
- Work of [Population Health Hub](#) which leads specific projects to influence and support partners across the system to be more aware of their role in improving population health and reducing health inequalities.

Objective 2: Build opportunity and wellbeing; ensuring a focus on racial equity

Objective 2: Build opportunity and wellbeing; ensuring a focus on racial equity	
Develop our understanding:	Identify the Solutions needed
<p>Plans that aim to eradicate poverty and help people thrive need to be looked at through an anti-racist lens. This is to ensure that Black and Global Majority communities benefit and are not disadvantaged by our policies and work.</p> <p>Regeneration can support Black and Global Majority people into employment and business opportunities and improve health outcomes. It can also lead to greater inequality through gentrification (this is defined as the process by which a place, especially part of a city, changes from being a poor area to a richer one, where people from a higher social class live), displacing local businesses and families due to increase in house prices.</p> <p>Hackney has worked with other local authorities to develop its approach to an inclusive economy, which seeks to ensure that residents benefit from regeneration and growth. This goes beyond traditional economic development metrics. We will build on this work and seek to embed this understanding across planning, housing and regeneration strategy.</p>	<p>We will continue to work with teams in Employment and Skills; Area Regeneration, Economic Development, Housing (house building, housing strategy, housing management and housing needs), Planning, Health and Wellbeing and Poverty reduction to identify where racism is showing up in the system and make changes.</p> <p>Focus on embedding anti-racist practice standards into planning, economic development and housing strategy.</p> <p>Develop partnerships with academics to support embedding anti-racism into these wider plans.</p> <p>Embed more rounded understanding of wellbeing measures into plans and strategies building on London Prosperity Index and Health Inequalities equity toolkit.</p>

<p>Although Hackney has a high proportion of social housing, we are in a housing crisis and private housing is completely unaffordable for the average household. Families from low income households, many of which are from Black and Global Majority backgrounds, have left the borough over the last two decades. The housing strategy team is developing their new strategy and anti-racism will be embedded into this, in order to correct and reduce inequalities experienced by those groups.</p>	
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Existing work to build on

- The Employment and Skills Team have developed programmes and projects to specifically support young Black and Global Majority people and graduates to access diverse employment opportunities; as data shows that they have less opportunities than their White counterparts.
- Anti-racism sessions have taken place with senior managers in the teams that lead on Employment and Skills, Area Regeneration, Housing Strategy, Housing needs and Planning. These facilitated sessions developed an understanding of racism and where it shows up and how it dictates their decision making. In order to better understand and support the communities they serve.
- Anti-racism is an explicit commitment in the local Integrated Care System plans. It is a specific focus for the Health Inequalities Steering Group. This group develops proactive work to tackle inequality, reporting to the Health and Wellbeing Board
- The Poverty Reduction Framework was adopted in March 2022. It explicitly includes actions that embed anti-racist practice and promote a diverse community partnership. These actions are now being progressed. For example the Council is seeking to embed anti-racism into sustainable food actions.
- We are working creatively with community partners to give them power and autonomy to serve communities based on local insight and expertise. The response during the pandemic, for example, was developed away from a universal commissioning approach, toward enabling networks of smaller community organisations to form local partnerships to design culturally appropriate responses serving specific local needs. Residents were involved

throughout as stakeholders and services were able to pivot quickly in response to evolving resident needs.

- The Refugee, Migrant & Asylum Seeker Team has been recently established to support their needs. It is also being restructured with an anti-racist lens to support all refugees and asylum seekers rather than only certain ethnic groups. The team has partnered with community organisations who represent and serve the communities who use the services. This is due to their experiences and shared languages to better support those communities.

Objective 3: Celebrate and serve diverse communities and value the contribution they make

Hackney's diverse, dynamic and changing population is what makes Hackney feel unique. It gives different areas of the borough their unique sense of identity. There is, however, a risk that the very communities that create a sense of place are excluded and marginalised. Additionally, in our understanding of diverse cultures and communities, we need to recognise that communities are not homogenous, and people in these communities should be treated and respected as individuals.

We understand that not all communities are represented within traditional data and feedback on services, as they do not always have the trust and confidence to use our services. There is a lack of trust for the council in Black and Global Majority residents, and social housing tenants. Some residents feel that the council's communication does not resonate with their experience of life in the borough. They feel that we are too defensive when presented with new ideas or challenges. This lack of trust that many residents have is also exacerbated by unmet needs, COVID, the current housing crisis, displacement, austerity, impact of cost of living and increased poverty. Therefore it is important to build trust with these communities and ensure their needs are represented, so they are enabled to use services and feel heard.

Only a small proportion of Hackney residents have so far engaged with this work through consultation and engagement on this plan. Some residents have not felt that the council has represented their experience and expectations in response to global conflict and therefore have not felt able to engage with this public consultation. We plan to continue this engagement and consultation, using more creative and diverse methods to involve a larger number of people in the consultation and co-production of services. This consultation has taken place during very difficult times across Hackney and the wider world. The public consultation of the equality plan revealed that some people have strong beliefs that racism does not exist; and believe that some groups have more support than others which is not deserved. We have developed this work at a time when there are polarising views on equality and human rights. We have to find ways to engage with these polarised views and help build a shared understanding of what racism is and why we need to take action.

Additionally it is important to understand that for many communities, the consultation felt tiring as they have shown up to share their experiences of racism previously but they believe nothing has changed for the better. Therefore we need to be careful and trauma-informed about not perpetuating consultation abuse, and ensure that all information we receive informs policy and practice.

We need to develop a culture that is comfortable with hearing residents tell us uncomfortable truths about how racism is playing out. We need to be more open and confident about working with residents to be part of the solutions. We must pay attention to residents whose voices we are least likely to hear. We have to remain agile and adaptive to meeting new needs that we identify through this dialogue.

Objective 3: Celebrate and serve diverse communities and value the contribution they make	
Develop our understanding	Identify the Solutions needed
Adopt a Council wide definition and method of community engagement and co-production, based on an understanding that resident insight and ideas are key to understanding drivers of racial inequality and getting to right solutions.	<p>Develop support and advice for services on community engagement and co-production.</p> <p>Work with communities to establish consistent ways to gather insight and co-produce solutions as part of this framework.</p> <p>Develop intergenerational dialogue between communities.</p> <p>Involve communities in partnerships and governance to help check that actions are tackling root causes.</p> <p>Reset existing community accountability to ensure community feedback and challenge to this plan.</p> <p>Ensure communications strategy is underpinned by understanding of where trust and confidence in communities is lower.</p>

Existing work on to build on:

- [‘Hackney No Place for Hate’ 2023-2026 Strategy](#) was established to support residents who have experienced discrimination to support them. Hackney invited residents to join the borough’s hate crime champions help and advise victims and witnesses of a hate crime or incident

- Hackney CVS, in partnership with the Council and health partners on developing ways to engage with young black people, parents and the wider community. We are working with Hackney CVS on how this resource can support the anti-racism work we need to do across the system.
- The Police Action Plan in Trust and Confidence and the community accountability board we have helped establish with MOPAC to ensure that police meet the needs of Hackney's diverse communities.
- Through our poverty reduction work, we have developed new ways of working with community partners that seek to build a more relational way of working so we can learn from each other about how best serve and meet the needs of diverse communities in Hackney.
- The [Young Futures programme](#) that was co-produced and developed with young people across Hackney; to better understand their needs, lived experience in Hackney.

Objective 4: Embed anti-racism into service plans and practice across the council and the borough.

Some people are more likely to experience inequality, negative outcomes and live in poverty; but this disadvantage does not happen by chance.

The origins of structural and systemic disadvantage are related to discrimination which are both seen historically and in the current climate. For example the hostile environment towards asylum seekers and refugees, the deportation of the Windrush generation and high exclusion rate of black children. These are only some of the consequences of structural and systemic discrimination; which is embedded into public institutions, like the central government, local councils, police, and education systems.

If we are working towards eradicating racial inequalities and disadvantages in Black and Global Majority communities, we need to work with all institutions across the systems to embed the following ways of working:

- Inclusive, humble, trauma-informed and anti-racist approaches and practices
- A whole system approach that sees issues from a resident/borough rather than using a siloed service perspective. As residents experience the council as a whole rather than by individual departments.
- Understand and serve Hackney's diverse communities and is aware of the impact of inequalities and poverty.
- Collaborate with communities, in co-production and co-design of services, policies with long lasting solutions and accountability that has a positive impact on their lives.
- Decolonisation and Social Justice at the core of service plans and practice.

These ways of working need to be embedded in culture, service plan, practice and accountability. For this to happen it must be supported corporately and the most

senior of leaders; first understanding what racism means, and working with communities to take actions to develop anti-racist services and practice.

Unchecked bias, prejudice, ignorance, stereotyping is unfair treatment, which can have a devastating impact on people's lives. It is a waste of lives and the potential of many people and communities that do not get the opportunities and the chance to thrive. This is an example of public service failure.

Decolonising is about “deconstructing or dismantling colonial ideologies and challenging the superiority of western thought and approaches.” It digs into thought patterns, biases, policies, values, and more. By decolonising the way we think about standard practice and accountability, we ensure racism does not show up in the methods we hold ourselves to account. The council cannot therefore come up with its own methods of self accountability and be accountable solely to itself. The consultation has been a very important process that has informed the plan and approach to accountability. Community organisations and residents outside the council need to continue to be involved in all of the processes.

We also need to think about how the council's policies and accountability measures perpetuate the cycles of inequality and disadvantages. How can a system built to uphold disadvantage and disparity work to support and heal people from their oppression. Where does the term accountability come from? Who is allowed to decide the measures that the council is accountable to?

Objective 4: Embed anti-racism into service plans and practice across the council and the borough.	
Develop our understanding	Identify the Solutions needed
<p>We have developed a tool, called Anti-racist continuum to help us understand where racism shows up in the council, what it looks like. It helps us look at our systems and decision making, and audit our practice and processes.</p> <p>The tool looks at organisational narrative and approach. It looks at the willingness to work in an anti-racist way, intersectionality and with complexity and to support proactive work. The aim of the continuum is to encourage learning, understanding and reflection and then action.</p>	<p>Engage with services to identify next steps needed to embed anti-racist practice.</p> <p>Develop a resource pack, workshops and training sessions; and work with HR and OD to ensure it is embedded across all directorates in the council.</p> <p>Develop systemic service planning guidance across all directorates; to be able to compare services, measure outcomes, hold services to account. This consistent service plan; create a golden thread of equality plan, anti-racist plan, and LGBTQIA+ strategic framework; collaborating across departments, measurable objectives, as well accountability being consistent across the council</p> <p>Engage with the Population Health Hub to integrate these tools into wider work.</p>

	<p>Develop consistent and creative methods to collect data within and outside the council; ensure that they are developed with residents and staff for them; consider their needs and intersectionalities.</p> <p>Additional ensure that the true intersectional representation of staff and residents, is co-creation to support embedding their experiences and needs into practice and policy.</p> <p>Develop pathways to support residents to make complaints about discrimination experienced by officers in the council.</p>
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Existing work to build on

This will build on the practical work that is already underway to embed anti-racism into service design, delivery and practice:

- The Children and Education Practice Model is embedding anti-racism into all areas of practice and all roles. They have developed the STAR model; which stands for systemic, trauma-informed and anti-racist approach to working with children and families. Adult social care are also developing their own practice model and standards which are similar.
- Work is under development to embed anti-racist practice into Neighbourhoods work. They are working with residents, academics to build their understanding of racism and anti-racist practice to use this to develop anti-racist practice standards and policies that meet the needs of the communities they serve. This is about ensuring that this early preventative work is inclusive and anti-racist. This is key to ensuring that people receive appropriate support and work is being evaluated.
- Tackling Racism and Inequality Programme. This is a London wide health inequality work -led by the Association of Directors of Public Health London. The action plan has five themes for area development; to diversify the workforce and encourage systems leadership, coproduction with communities, trust and cohesion, improve ethnic data collection and research and embed public health into social and economic policy
- Council Wide- Each directorate has published measurable and actionable commitments (as a result of Hackney's 2023 Anti-Racism Summit) to work towards being Anti-racist and reducing racial inequality.

Objective 5: Change as an institution: the leadership and management culture and diversity of leadership; to ensure internal and systemic change.

We need supportive and brave leaders that are able to stand up for social justice and work in anti-racist ways. They need to be able to work creatively against the systematic racism that is embedded in our public institutions. We need a leadership and management culture that is diverse and representative (in thought and community) and understands the communities they serve.

Without this, we will not meet our objectives and will continue to follow the status quo; which perpetuates inequalities and unfair treatment to many staff and residents.

Diversity is not only about representation in the workforce; but also its important to have diversity in our processes, ensuring that there is appropriate supervision of staff, therapeutic support for diverse communities and cultures, safe reporting systems for staff and residents who experience discrimination by staff and members of the council.

As mentioned above, for us to be able to start to work in anti-racist way we need support corporately and from the most senior of leaders. As well working with staff, residents and community organisations to ensure all voices are heard. First starting with what racism means, how it shows up in services; and working with communities to take actions to develop anti-racist services and practices.

Objective 5: Change as an institution: the leadership and management culture and diversity of leadership; to ensure internal and systemic change.	
Develop our understanding	Identify the Solutions needed
<p>The main focus of the staff summit was on culture, behaviour, and practice.</p> <p>The summit feedback and staff consultation was very consistent with the themes identified in the consultation draft of this framework. These were informed by previous work and benchmarking against the London Councils Tackling Racial Inequality Benchmarking Tool. They have helped to strengthen our understanding of what is needed.</p> <p>Institutional change is key. It is clear that we need to develop trust within</p>	<p>Embed ongoing business case for workforce diversity, inclusive leadership and specifically an anti-racist culture within a wider workforce strategy- linked to tackling inequality, building trust and confidence in communities, staff wellbeing and productivity and building an inclusive local economy. Use continuum of anti-racist practice to help reset this work.</p> <p>Develop shared commitment and understanding of racism and anti-racism across strategic partners like police, health, education. Work together with them to share resources, and hold each other to account for becoming anti-racism.</p> <p>Refresh director level plans and data. Work closely with Employment and Skills to advise on positive actions and employment pathways programmes such as apprentice roles and supported internships.</p>

<p>the system and workforce, and support people to achieve their potential. Many staff believe the council is resistant to change, and that this is needed to ensure more inclusive communication and engagement with the communities that we serve.</p> <p>We also need to work to empower staff, decentralise decision-making, develop and distribute ways people can get support, and ensure that our work on anti-racism is measurable and tracked.</p> <p>When you synthesise the summit with existing learning, there are a consistent set of themes:</p> <p>Build on intersectional workforce data</p> <p>Leadership: Senior leaders need to better monitor and model desired behaviours, and have a culture of inclusivity in communication and ensure diverse recruiting, career opportunities and progression for diverse cultures and communities in Hackney. The public and staff consultations revealed that we also need to understand what we do not do well and learn to make positive changes in the future.</p> <p>Feedback and safe spaces: People wanted more opportunities to talk about racism, anti-racism and inequalities, provide feedback and self reflection</p> <p>Understand diverse and intersectional communities.</p> <p>Consistent approaches across the services and partners.</p> <p>Embed anti-racism into policy</p>	<p>Establish ongoing support recognising that Black and Global Majority staff may feel more marginalised and targeted as a result of anti-racism work.</p> <p>Develop training tools for staff to better understand the diverse communities and cultures within Hackney. As well the history of the borough of Hackney and its relationship with these communities.</p> <p>Develop our understanding of racism and where it shows up and how it dictates their decision making. This is in order to better understand and support the communities they serve.</p> <p>Progress work to develop more ways for staff to give feedback and raise race related issues beyond the formal grievance process.</p> <p>Formalise existing staff equality networks as groups that can influence workforce strategy and build an inclusive leadership culture</p> <p>Adopt workforce strategy and directorate service plans that articulate workforce challenges in tackling inequality and actions needed.</p> <p>Inclusive communication- to develop internal campaigns that value diversity and promote inclusion</p> <p>Value the importance of lived experience within services, and ensure that staff are representative of the population they serve.</p> <p>Ensure cross departmental collaboration, and there are more spaces and learn , challenge and report racism.</p> <p>Develop consistent accountability measures, and data collected across the council</p> <p>Develop work to build an understanding of anti-racism in training for senior leaders and staff; use HR and OD to embed this across the council</p> <p>Develop a Community of practice - working across and outside the council staff and community partners to develop and share good practice of anti-racism</p>
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Benchmarking, monitoring and accountability	
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The work we have led on tackling inequality in Hackney continually comes back with urgency to the reality that structures and systems do not work for all.

We need a workforce that:

- understands what being inclusive, humble, anti-discriminatory, anti-racist and trauma informed means.
- is confident working with communities
- can operate in a no blame culture, but also knows that racism will not be tolerated.
- leads and works as a system- from a resident / borough not service perspective
- understands Hackney's diverse communities and is aware of the impact of poverty
- reflects the diversity of Hackney, at all levels
- can collaborate with communities, co-designing long lasting solutions

Work to build on:

- Some directorates like adult social care, and climates home and economy- have released and reported on racial inequality in employment using the data to developed equitable approaches to support Black and Global Majority staff
- From 2018-2021, there was a focus on increasing diversity at senior leadership. The progress made has been reported in Corporate Plan updates and this Ethnic Pay Gap report. An Inclusive Management Toolkit was developed to continue to help identify opportunities to make the employee journey more inclusive. In 2023, we were also one of the first Councils to take part in a benchmarking exercise to review our work against the [London Councils Anti-Racist Self Assessment Standard](#). This learning has informed this framework.
- Hackney's anti-racist approach has been proactively embedded into new policies e.g. bullying and micro-aggression and into new training.
- We have piloted Peer Support sessions for black staff. This is to see how this support better supports the wellbeing of staff impacted by everyday racism. We need to develop ways these sessions can inform the wider work of OD and HR; and the wider council.
- We have developed our Employment Assistance to bring in more diverse practitioners with an understanding of anti-racism

- We developed a training tool on exploring racism for senior leaders within the council. These facilitated sessions developed an understanding of racism, and where it shows up and how it dictates their decision making.
- Since 2022, we have included a range of specific questions about equality, diversity and inclusion and racism in the residents survey which provides a more specific baseline on perceptions of the Council with regards to racism. These will also be used with staff.
- Adult Social care has completed the Workforce Race Equality Standard (WRES); used to gather and collect data of the workforce and racial inequality; in order to better understand and create a plan with staff to make changes. Adult social care is also using this to ensure that employees from Black and Global Majority backgrounds have equal access to career opportunities and receive fair treatment at work. Adult social care are committed to continue to report to the WRES every year and be accountable to the results and commitment to making changes.
- We have developed an anti-racism continuum (auditing different directorates to see where racism shows up)
- The Policy and Strategic Delivery Service has started to embed anti-racism across how we develop strategy, support decision making and develop community partners and invest through grants.

Good Practice: Case Studies

There are some examples of anti-racist practice seen in the council, and with community and strategic partners. These are important to start to develop our understanding and work towards being anti-racist.

As mentioned previously, we need to work together and collaborate in order to eradicate racial inequality and dismantle our systems that oppress certain residents.

Children Social Care- They have appointed dedicated staff members to work on the anti-racism plan and practice standards; as well as working groups to work across the directorate to develop their anti-racist objectives. They have delivered compulsory anti-racism training to all staff; and developed practice standards. They also have developed Speak up, Speak out; which was developed after staff asked for an additional pathway to report witnessing and experiencing incidents of racism. Volunteers have training to assist colleagues to get the appropriate support.

Neighbourhoods- They have worked with resident advisors to co-produce new ways of working that represent the communities needs and involve them in the process. Developing anti-racism training for staff and using this to develop anti-racist practice standards/handbook.

Public Health- Working with HCVS to pilot the anti-racist commissioning principles through health inequalities/ MATCH project. The objectives are to put the community in the lead to determine how they are commissioned. Developing data and evidence

for alternate ways of commissioning community needs. Improving outcomes on a local health inequality that the community prioritises in a way that the community wants. The focus on Young Black men's mental health support was put forward by City and Hackney communities.

Working with Strategic Partners- we are working with statutory and community partners from across the system to start to develop a joint anti-racism commitment and framework towards. We also started to think about how we can work together to share resources to support Hackney residents. This work will continue to develop as we are all committed to this work.

During the Consultation, staff and residents gave suggestions about solutions to embed Anti-Racist Practice. We will be working with staff and residents to see how we can listen and incorporate these ideas into our practice, process and service plans. Some of these suggestions include:

- Ensure that when speaking about racism and the experiences of the diverse communities in Hackney we include the intersectional experiences of across all ethnicities in Hackney.
- We need to be able to hold institutions like police, education, and health to account when we see racism and racial inequality; and call them out to make changes. As well as ourselves within the council.
- We need to think about how we make spaces and places for the existing communities; and the impact of regeneration and gentrification on them. Thinking about developing services delivered by communities and in their languages
- Develop a community department that works to develop trust and relationships with diverse communities.
- Develop community scrutiny panel for diverse residents to be part of holding the council to account; criticise, develop and co-produce new and old policies and practices. We need more creative and better ways to engage, consult, hear their voice, to build stronger relationships with communities.
- The council needs to fund, and work with community centres that encourage unity and cohesion. As well as communities organisations and consortiums of community partners like REP and the 16+ network; which work together to support young people.
- We need to ensure that these plans are accessible to all the communities we serve; in terms of disability and diverse languages, as well as our understanding of the digital divide. For example its readability, accessibility to different languages, and easy reading.

- We need to ensure that the basic council services meet the needs of communities they serve; for example quality of council housing and the repair of damp and black mould.
- Councillors and Senior Leaders need to develop their relationships with residents and the wider community so that they better understand their issues and how they feel about the Council and Hackney. Residents felt that they were not always well represented.
- We need to find ways to protect existing businesses from gentrification in the area.
- There should be something specific about listening and acknowledging views of people from often marginalised communities, as part of working with them. Include acknowledgement of the intersectionality of climate change and inequality, with the poorest and Black and Global Majority likely to be most affected while richer people likely to be responsible for more of the carbon emissions that are causing climate change.
- We need consistency in their definition for racism and anti-racism across the council and statutory partners.
- We need to better understand current issues which cause trauma and distress to your communities and the council needs to stand up for human rights. If you can't do it, those celebrations are lip service
- We need to understand who is missing from data and not accessing our service, to understand how to meet their intersectional and specific needs of the community
- The Communication team needs to improve and develop the ways it connects with diverse communities; what services they need and how to best reach them here they are.
- We need to better map the statutory and voluntary sector services that Hackney has to offer and increase their visibility and accessibility for the communities that need them most.

Barriers and Challenges to Implementing Anti-Racism

It is important to understand the context and geopolitical climate that we are in today as a society and council in order to work to reduce them to work towards being Anti-racist.

Some of the barriers and challenges of implementing Anti-racism include:

- Traditional processes, practices and policies within the council contribute to systemic racism and discrimination which are upheld by the wider society; causing harm to many of the communities we serve.
- Hackney Council, like many other councils, has less central government funding every year; and are forced to make cuts to public funding in times which are already difficult for many families.
- There is a lack of consistent definitions, understanding and priorities in relation to Anti-racism, equality, intersectionality etc.
- Lack of accountability and governance; leadership to support the Anti-racism agenda.
- Limited spaces for Black and Global Majority staff and residents to feel safe to receive therapeutic support
- Siloed working across the council, and funding is also siloed making it easier for directorates not to work together.
- Many staff and residents are experiencing consultation fatigue and trauma due to consistent corporate plans to make changes, and many feel like no actions or being taken and words are just being said.
- Housing crisis/emergency (with low housing stock) and the impact of cost living, gentrification means that many families are experiencing inequalities and being displaced.
- Lack of inclusion and poor co-production for residents and staff across the council to be involved in practice and policy change and development.
- Lack of data and evidence being gathered against staff and residents' protected characteristics
- The public consultation of the equality plan revealed that many people in Hackney have strong beliefs that racism does not exist, and hold racist beliefs and views which are harmful to many of the communities we serve.
- It is also to understand the political climate that exists right now, where many people believe that racism does not exist. Additionally, there is a hostile environment, an anti-migrant/asylum framework, racist central government policies and a lack of support for migrants and refugees.

The wider Equality Plan; and as seen above this Anti-Racism Framework is working to better understand and eradicate these barriers; in order to work to embed Anti-Racist practice.

Appendix

Glossary

Anti-Racism

The London Local Government Anti-Racism Statement, which Hackney helped to develop, has been signed by all local authorities and should be committed to taking an anti-racist approach because the most damaging aspects of inequality and racism are embedded in society. It is not enough to “not be racist” or to focus on tackling conscious hatred, like racial abuse. It is everyone’s responsibility to proactively and continuously:

- Unpack and reset beliefs, assumptions and values;
- Take action when we observe racism come into play in beliefs, assumptions and values and the decisions and actions that follow, however subtle;
- Be humble and educate ourselves in what we don’t know about racial inequalities and racism that exists, rather than putting the onus on others to educate us.

Decolonising

- Decolonisation itself refers to the undoing of colonial rule over subordinate countries but has taken on a wider meaning as the ‘freeing of minds from colonial ideology’ in particular by addressing the ingrained idea that to be colonised was to be inferior. Decolonisation then offers a powerful metaphor for those wanting to critique positions of power and dominant culture.
- This is the process in which we rethink, reframe and reconstruct a society that preserves the Europe-centred and colonial lens. This should not be mistaken for diversity, which still exists within Western bias; Decolonisation goes deeper in challenging the institutional hierarchy and Western ownership of knowledge.

Equality

- refers to providing equal opportunities to everyone and protecting people from being discriminated against.

Equity

- Equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

- "The route to achieving equity will not be accomplished through treating everyone equally. It will be achieved by treating everyone equitably, or justly according to their circumstances."

Institutional Racism

- 'The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racial stereotyping.'
- Macpherson Report 1999

Intersectionality

- "Intersectionality is a metaphor for understanding the ways that multiple forms of inequality or disadvantage sometimes compound themselves and create obstacles that often are not understood among conventional ways of thinking."
- Kimberlé Crenshaw

Oppression

- a situation in which people are governed in an unfair and cruel way and prevented from having opportunities and freedom.
- The Smithsonian National Museum of African American History & Culture defines oppression as "a combination of prejudice and institutional power that creates a system that regularly and severely discriminates against some groups and benefits other groups...A person of a non-dominant group can experience oppression in the form of limitations, disadvantages, or disapproval. They may even suffer abuse from individuals, institutions, or cultural practices."

Racism

- Under the Equality Act 2010 (section 9), race is a protected characteristic. Race includes your colour, caste, nationality or/and ethnic or national origins; it also covers ethnic and racial groups (groups of people with the same protected characteristic of race or ethnicity). Therefore, racism, under the Equality Act 2010, is being discriminated against due to your race.

Structural Racial Inequality

- By structural racial inequality, we mean the inequality that is created by the social structures that disadvantage some groups more than others, now and historically. We need to continue to work with partners proactively to redress this balance. This does not mean always treating everyone equally, it means that sometimes people need more support or focus because they are more disadvantaged.

Whiteness

- Green, Sonn and Matsebula (2007) conceptualise Whiteness as the production and reproduction of the dominance, and privileges of people racialised as White. Others have suggested that Whiteness is the cause of enduring racial inequality, injustice and power differentials between various racial groups and the source of specific patterns of social relations within particular spatial contexts (Neely and Samura, 2011). Whiteness holds its power by the ways in which it has become woven into the fabric of 'western' (and former colonised) societies, so that all aspects of 'our' culture, norms, and values centre and privilege White people. In the absence of disconfirming information, Whiteness is the assumption. It is the standard against which all other cultures, groups, and individuals are measured and usually found to be inferior, deficient or pathological (Dyer, 1997).
- Whiteness is not consciously known to White people who generally are not socialised to see it nor to understand they are racialized beings, let alone how their being is experienced by non-White groups and individuals. This unknowing or blindness, naturally serves to keep the status-quo undisturbed. As a result, conversations on Whiteness are usually fraught. They often lead to collective denial of the very existence of the structure. To anger. To silence. And, sometimes to violence. Despite this, at times of actual or perceived threat, attempts to reassert the dominance of Whiteness can be observed so that its silent (and denied) configurations can become manifest.

Black and Global Majority

- Black and Global Majority is a collective term for non-White people of Indigenous, African, Asian, and Latin American descent who constitute approximately 85% of the global population. It is a term used as an alternative to terms to Black, Asian and Minority Ethnic (BAME) groups.
- However, it is important to understand that best practice is to describe people the way that they wish to be, in terms of race and ethnicity, rather than using terms or names that are similar to minorities and others. Additionally, people are not homogenous groups that are all the same due to their ethnic background.
- Some communities like the Jewish communities in Hackney, do not believe this term represents them in definition.

LGBTQIA+ Strategic Framework

[Background](#)

[Development](#)

[The Aspirational Framework](#)

[Overview of the themes and aspirations](#)

[Accessibility & Service Provision](#)

[Intersectionality](#)

[Demographics & Data](#)

[Informed Allyship](#)

[Participation & Engagement](#)

[Community Resilience & Belonging](#)

[Approaches](#)

[Direct change](#)

[Partnership](#)

[Influence](#)

[Accountability & Measurement](#)

[Hackney LGBTQIA+ Community Panel](#)

[Success Measures](#)

Background

Hackney's Single Equalities Scheme 2018-2022¹ identified the need for an LGBT+ Action Plan and a Trans, Nonbinary, Intersex and Gender Non-conforming (collectively known as "Gender Diversity") inclusion strategy.

A Gender Diversity inclusion review² of existing services was completed in early 2020 which made broad recommendations for service improvements, however further work was delayed due to the global pandemic. The review has been incorporated into the underpinning evidence base in development of this strategy, which brings together both the LGBT+ action plan and Gender Diversity Inclusion Strategy into a framework which looks to set aspirations for Hackney to become a borough in which LGBTQIA+ people can thrive, and lay out a plan for how we may reach those aspirations.

Development


The work began with a substantial research piece - a "Data and Insight Synthesis"³ - drawing on all the local information available and incorporating national data and insight, to identify key features that underpin LGBTQIA+ wellbeing and what supports genuine transformation. Through this research work, six key themes were identified which form the basis of the aspirations. These aspirations were then tested on a small scale with people who live, work or study in Hackney to see whether they were worded in a way which made sense and to explore what achieving those aspirations might look like.


The small scale testing involved three methods;


- Two community-based group conversations⁴, one with LGBTQIA+ Volunteers aged 25-50 and one with young people aged 15-21.
- An online portal using Google Sites for LGBTQIA+ individuals to provide detailed feedback anonymously
- A topic on "Hackney Matters"⁵ - this was open to all panel members, whether they were LGBTQIA+ or not


The feedback was largely positive, with the aspirational framework approach well received. There were two negative responses on Hackney Matters which challenged usage of the word "queer" and "intersex" and raised concerns about the safety of women and girls. Some challenging responses of this type may be expected, given the current media climate which has magnified unevidenced fears around trans inclusion. Such responses should not prevent the work moving forward, and should be seen within the context of the need for the work to be both sensitively tackled and rooted in the evidence base.

The community conversations were limited by needing organisations and individuals to give up their time without recompense, with limited resources, however the feedback gained was entirely consistent with Hackney's previous focus groups with Trans and Nonbinary residents and so it is with confidence we can state that the issues that matter to our gender diverse residents have not changed.

¹  single-equality-scheme-2018-2022.pdf

²  Report on Trans Inclusion in Hackney

³  Synthesis of insight and data LGBTQIA+ people in Hackney [internal] (public version also available)

⁴  LGBTQIA+ Strategy Update (Community Conversations)

⁵ https://www.hackneymatters.org.uk/about_us

As specific initiatives, projects and transformation work is carried out across directorates, it may be that further community engagement will be required. It is strongly recommended that residents and organisations which participate in these are recompensed in some way for their time, in order to avoid an issue of power imbalance often cited by these groups whereby Hackney uses the labour of marginalised people without rewarding it.

In November 2023 the LGBTQIA+ framework went out to public consultation alongside the Equality plan and the Anti-Racism Action plan. High level insight from the consultation has been included in this framework. There will be a more detailed action plan produced in autumn 2024

The Aspirational Framework

An “Aspirational Framework” is one that sets aims for Hackney to work towards which promote transformative work rather than nonperformative⁶ statements, single project workstreams or “tick box” activities. It frames our goals as part of a learning journey in line with the principles of systems change.

The framework is designed to be iterative, collaborative and flexible. In place of providing a list of recommendations for directorates to action, the framework outlines the shared goals for the Council to work towards and encourages services to consider what can be actioned to achieve those aims.

Within an aspirational framework, we look at what the desired outcome is, and work backwards to identify what actions we can undertake which will enable change towards the goal. This will likely take the form of both individual projects/initiatives as well as work that promotes long term systems change, and indeed both will need to take place concurrently.

Overview of the themes and aspirations

Theme	Hackney Council Aspires to...
Accessibility & Service Provision	ensure LGBTQIA+ people are able to access services that meet their needs where they are listened to, understood, and taken seriously without judgement
Intersectionality	recognise and celebrate the diversity of our LGBTQIA+ communities, paying attention to those who are often least heard and represented
Demographics & Data	improve our knowledge of our LGBTQIA+ communities through responsible data collection and use this information when planning services
Informed Allyship	be visible allies, open to learning and reflection, working in coalition with residents and organisations to promote LGBTQIA+ rights

⁶ Ahmed, S., 2006. [The nonperformativity of antiracism](#). Meridians, 7(1), pp.104-126.

Participation & Engagement	empower LGBTQIA+ people in Hackney to be able to influence the council on matters and policy that affect their communities
Community Resilience & Belonging	be a place where LGBTQIA+ people feel free and safe to express themselves with opportunities to connect with others

Accessibility & Service Provision

“Hackney aspires to ensure LGBTQIA+ people are able to access services that meet their needs where they are listened to, understood, and taken seriously without judgement”

According to the research⁷, the biggest factor in whether LGBTQIA+ people feel they've had a good service is when they're listened to, taken seriously and that they are not judged. The research suggests that this is more important to people than having their problem solved - so they clearly matter a great deal.

Understanding what makes people feel heard and taken seriously will help us develop training and resources for our front line staff. It's useful to know what it might look like if you were accessing a service and you felt like the person you spoke to really showed they understood what you were telling them.

The consultation responses also highlighted the importance of understanding the lens through which we see the world and recognising and challenging cis and heteronormative thinking. As well as thinking about accessibility and service decision, needs should be considered during service design and decision making


Actions to now develop:

- Ensuring any database that holds resident information is able to accurately reflect their personal data, including options to add gender neutral titles (e.g. Mx) and pronouns, and that this information is secure and used appropriately.
- Ensure LGBTQIA+ specific services are included in wider directories of services, so residents can be referred to specialist services, and that staff and residents are aware that these services can be searched for.
- Develop understanding for all staff who come into contact with the public on LGBTQIA+ identities and issues. This should include guidance on intersectional needs and experiences (see below) of LGBTQIA+ communities, as they are not homogenous.
- Develop an inclusive understanding of non traditional families, especially in reference to housing
- Embed consideration of needs into service design as well as delivery. This means that listening has taken place through every stage. This will be taken forward as part of the wider actions in the Equality Plan.

Intersectionality

“Hackney aspires to recognise and celebrate the diversity and complexity of our LGBTQIA+ communities, paying attention to those who are often least heard and represented”

This theme showed up in the research in a number of ways -

⁷  Synthesis of insight and data LGBTQIA+ people in Hackney [internal] (public version also available)

1. The need to understand how LGBTQIA+ people may have different needs or experience discrimination in very different ways due to other Protected Characteristics - for example their race or religion - or other life experiences such as their immigration status, socio-economic situation or long term health or mental health challenges.
2. This is especially important when thinking about safety and how intersectionality, for example around race or disability will impact that
3. The consultation response highlighted impact on LGBTQIA+ carers such as, accessing services, especially health and wellbeing ones, the reluctance in accessing GP appointments due to patchy staff training, resulting in people being misgendered and exacerbated sense of loneliness and isolation
4. There are multiple LGBTQIA+ communities; Lesbians, Gay men, Bisexuals, Trans people, Queer folk, Intersex or people with variations of sexual characteristics, Asexual and others can and do have distinct needs and a "one size fits all" approach for may not always work or be the most effective course of action.

Actions to now develop:

- An understanding of intersectionality is embedded into all relevant training
- Equality Impact Assessments have a section designed to draw out potentially intersectional impacts
- Intersecting needs are considered during grant making and commissioning processes
- Equality of outcomes are represented across all council strategies and plans, with clear links and signposting to relevant cross-service work

These actions will be taken forward as part of the wider actions under Objective 4 of the Equality Plan.

Demographics & Data

“improve our knowledge of our LGBTQIA+ communities through responsible data collection and use this information when planning services”

Without good data, it's hard to target funding and resources where they're needed most and to ensure our services are reaching those who are in need of them.

While the 2021 Census asked a question about Sexual Orientation and Gender Identity for the first time since the census began has provided data about our communities as a starting point to understand who may be in need of services, it remains difficult to collect identity data about those using - or unintentionally being excluded from - our services as it is very personal and private information, which not everyone feels comfortable or safe to share. We need to think about how we can make people feel confident to share their personal data with us, and that it will be secure and safe. The safer people feel to give us this information, the better our data will be.

There was some evidence during the census 2021 that some organisations view SOGI data as purely for equalities monitoring purposes. In order to improve services for LGBTQIA+ people, we need to commit to actively using this data in service planning as we would with other demographic information. There needs to be a consistent approach to

collecting LGBTQIA+ data across the organisation so that we can understand who is accessing services and how they feel about those services; as well as understand who is not accessing our services, and explore why. Our systems and databases need to be able to accurately and respectfully record information about people's gender identity.

The consultation highlighted the need to think about how we collect data in relation to staff as well as residents

Actions to now develop:

- Review the Council's data collection strategy to ensure personal information data collection is trauma informed and consistently applied across the council
- Ensure that Sexual Orientation and Gender Identity is used in service development and commissioning.
- Ensure when collecting data about service user experiences that SOGI data captured in order to include this as a factor when determining user satisfaction
- Work with staff networks to improve staff disclosure on HR systems and during staff surveys

Informed Allyship

"be visible allies, open to learning and reflection, working in coalition with residents and organisations to promote LGBTQIA+ rights"

Many organisations are starting to have rainbow lanyard schemes, support Pride marches or have pronoun badges or pronouns in their emails, which is great for visibility and can help people feel seen; however if these gestures aren't backed up by the organisations actively working to make LGBTQIA+ people's lives better, it can be harmful. If an organisation is displaying pride flags when a service user experiences LGBTQIA+phobia or a lack of understanding about the impact of their identity on their need for the service, it may give the impression that organisation isn't serious about their commitment to LGBTQIA+ Equality, and could potentially backfire and decrease trust in the organisation. Therefore it's important to go beyond visual allyship, and back it up with ensuring our services are culturally humble, well informed and ready to listen and learn when we don't get it right.

Hackney has launched a new Rainbow Lanyard scheme in 2022 - this needs to be underpinned by a coherent learning and knowledge building programme to equip all staff, particularly public facing staff, with the confidence and awareness to be visible allies.

Actions to now develop:

- A communications and dissemination plan for initiatives that support LGBTQIA+ communities (internal and external)
- A varied package of guidance and materials for staff to understand the key needs and issues for LGBTQIA+ service users, building on the Gender Diversity FAQ
- Engage with LGBTQIA+ residents and organisations to understand what they would like to see from community activity.

Participation & Engagement

“empower LGBTQIA+ people in Hackney to be able to influence the council on matters and policy that affect their communities”

“It’s great to have pride and LGBT+ history month but it needs to be every day”

Events, projects and services should not only include LGBTQIA+ communities but should actively involve communities at the development and planning stage. We need to make sure that where funding is available we're putting it into events and initiatives that genuinely make a difference. Identifying different and creative ways to allow people to participate is important, as formal focus groups are not always the best way to talk to communities with experience of discrimination or not being listened to. As a council we need to make sure we're making the effort to reach out to parts of the LGBTQIA+ community who are often less heard (one of the reasons good data collection is so important) and that we're seeking out lived experience expertise within our communities.

Actions to now develop:

- Development of an ongoing way to gather feedback, challenge and ideas from the LGBTQIA+ community with appropriate recompense. This will be taken forward as part of wider plans to develop community engagement in the Equality Plan. Ensuring diverse representation from the LGBTQIA community will be key to reaching a range of communities.
- As part of wider plans to develop a consistent approach to co-production ensure that LGBTQIA+ panel residents are involved in council consultation and engagement, e.g. on policy matters, funding decisions, public safety
- Develop our existing approaches to supporting and funding local grassroots initiatives and safe community spaces

Community Resilience & Belonging

“be a place where LGBTQIA+ people feel free and safe to express themselves with opportunities to connect with others”

A key priority for LGBTQIA+ communities is to have safe access to daytime spaces and events which are not built around nightlife or alcohol. Many of the LGBTQIA+ venues in London have closed over the last few years, and while there are some great late-night bars and clubs in Hackney, we have fewer sober spaces or places to go to during the day. There are challenges with current LGBTQIA+ social spaces, such as loud environments. We also know that LGBTQIA+ people were significantly impacted by feelings of isolation and loneliness during the pandemic. We've been told that our public spaces don't always feel safe, and that people want more opportunities to be able to meet together in Hackney spaces. Research suggests that not all LGBTQIA+ people feel safe reporting to the police, and that there need to be better ways at dealing with hate crimes and harassment and how people are supported, as well as work to prevent it happening in the first place through looking at public space improvements.

Feedback from the consultation calls for a stronger stance on transphobia, to push back on misinformation, and to support trans rights. All actions were needed and were different. This was in the context of the Council supporting and protecting the equality and human rights of residents and workers in the borough to help make Hackney a better, safer place in the future.

Actions to now develop:

- Through 'SpaceBank,' we are looking at how we can ensure that council owned buildings support local businesses, social enterprises, voluntary, community and third sector tenants. We will look at how this work can be inclusive of the LGBTQIA community usage.
- Explore how to ensure representation of LGBTQIA+ run local businesses and venues in wider business engagement activity
- Explore how preventative and transformative justice approaches might lead to a reduced reliance on the criminal justice system.

Approaches

There are two approaches to this work based on where the council has the most opportunity to effect change. While the two approaches may in some cases take place concurrently, there is some foundational work the council needs to carry out before the influencing stage can be genuinely effective. There is also the possibility of partnership, with other agencies adopting the framework for their own strategy.

Direct change

Where we implement transformation within the council through, for example

- training,
- onboarding,
- knowledge production and sharing,
- policy review,
- incorporation of equalities actions unilaterally across different strategies and work plans

Some change can, and should, be made as soon as possible, some is already underway. Other work is the slow, complex work of systems change. Both short term and long term work is necessary, as any short term initiatives needs to be backed up by work that seeks to shift the entrenched, structural LGBTQIA+phobia within the system. This approach both mirrors and supports the Anti-racist strategy, with which there is much in common; not least that LGBTQIA+ people of colour experience compounded marginalisation by being at the intersection of gender, sexuality and race. As the Council develops its competency in dealing with the impacts of structural discrimination, linking up such strategies will become easier.

Work that needs to be delivered in the short term takes three main forms - "quick wins" which meet community demand while being relatively simple to initiate; "priorities" which are those most pressing to LGBTQIA+ people in Hackney; and "foundational"; work which needs to take place in order for the long term work to be successful.

Influence

As the council builds our internal competencies we can use our experience to influence partners to implement change within their own organisations through for example

- partnership working
- supplier policy
- commissioning policy
- shared training & peer learning opportunities

The influencing approach will need to be **relational**, consisting of utilising existing positive networks and relationships alongside a proactive strategy of reaching out to organisations and communities representing gaps, cold spots, seldom heard voices, small populations and those with multiple intersecting ways of being marginalised.

Identifying who owns this work, how it is coordinated and systematised will need to be explored during the direct work.

Partnership

Due to the iterative, collaborative and flexible nature of the framework, it is adaptable for other partners and organisations to adopt for their own transformation work. Our partners can adopt this framework in partnership with Hackney Council which will support alignment of goals and promote collaborative and co-productive approaches.

Discussions are underway with both CAMHS and local NHS partners to adopt the framework as a shared approach.

Accountability & Measurement

Hackney LGBTQIA+ Community Engagement and Representation

We need to develop an ongoing way to gather feedback, challenge and ideas from the LGBTQIA+ community. This will be taken forward as part of wider plans to develop community engagement in the Equality Plan. Ensuring diverse representation from the LGBTQIA community will be key to reaching a range of communities. Appropriate recognition and recompense would be needed. This work will help:

- Hold the Council to account in working towards the six aspirations
- Act as a critical friend for new guidelines, policies and initiatives
- Measure the journey travelled towards the aims

The LGBTQIA+ community panel would be actively engaged, and this engagement would be reflected in all development work, not just within Equality Impact Assessments.

Responsibility for the Community Panel would require a strong lead with cross-cutting reach.

Success Measures

Improvement in Workforce activities will be linked to Stonewall benchmarking e.g. Hackney achieving Silver or higher in the Stonewall Workforce Equality Index

Individual workflows within this framework would have measurement determined at initiation and tested with residents.

For example - a workstream initiated to produce a joined up and consistent approach to collecting equalities data across the council would be measured through:

- seeing lower rates of “prefer not to say” - this would indicate that residents feel safer in providing us with their details and understand why we are collecting this information.
- Data being available via ICT’s data lake on LGBTQIA+ residents in Hackney
- Services actively include Sexual Orientation and Gender Identity as core demographic information along with Ethnicity, Religion, Disability etc.

Overarching measures of success of this programme would be:

- Hackney develops robust data on our LGBTQIA+ population, and this data is actively used to understand the experiences of LGBTQIA+ people in Hackney and their satisfaction with services. Collecting and utilising this data will allow us to measure, for example.
 - Experiences of LGBTQIA+ people with Housing services and the number of LGBTQIA+ people in Hackney who experience insecure housing
 - Complaints raised by LGBTQIA+ residents, and where they felt their identity impacted on the service they were provided.

Open as PDF: [LGBTQIA+ Strategic Framework_2023-06-27_16-12-20.pdf](#)

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Equality Plan

Report Date: January 2024

Report author:

Emmie Bathurst
Strategic Delivery Officer

Patience Quarcoo
Consultation & Engagement Officer

Contact

Hackney Consultation Team
on 020 8356 3343 or
consultation@Hackney.gov.uk

Contents

Introduction, Background, Consultation & Engagement Approach, Response rate	2
Overview of results- Online Survey	5
About you- Online survey	15
Engagement activity	16
Conclusions	28

Introduction

This report presents the findings of the consultation on the Equality Plan.

The online survey was hosted on the Hackney Council consultation hub and was open from 20th November 2023 to 21 January 2024. It was also promoted in the Council's magazine; Love Hackney. In total, 90 completed responses were received.

Alongside this, face to face engagement was conducted around Hackney to allow people with barriers to accessing the online survey to participate.

This engagement involved a further 690 people: 355 staff, 239 partners and 96 residents, of which 50 took part in focus groups. The analysis of this engagement is detailed in the Engagement section of this report.

Background

In November 2022 Hackney adopted a new Strategic Plan at Cabinet and Council, Working Together for a Better Hackney. The New Strategic Plan sets out the ambitions for the Council for the next four years, as well as the challenges we face.

An Equality Plan is now being drafted which will help us consider these ambitions through an equality prism to understand:

- Key inequalities in outcomes and what is driving this
- The strengths and diversity in communities that we need collectively to value
- The lived experience of residents - trends, insights and feelings about the borough and the Council

This work will help us identify:

- Proactive actions needed to tackle inequality of outcomes, build prosperity and celebrate diversity
- What needs to be embedded into service design, delivery and practice models - the "DNA of the organisation."
- How we need to change as institutions - our culture, workforce, leadership

The New Equality Plan will replace the existing Single Equality Scheme 2018-2022 and so we are at a key point of change in policy which requires consultation and engagement, as we did in 2018. It is, furthermore, a statutory duty to publish equality objectives, and consult on them. The new Plan includes key plans and frameworks and raises new issues that have, to date, generated a lot of community interest and further engagement has been promised at different points.

Promoting the survey

Channels (online/ social media)

- Consultation webpage launch promoted on X (Twitter) and Facebook - Hackney channels,
- Consultation promoted in Hackney e-newsletter and Love Hackney magazine, and staff internal newsletter
- Online promotion on Hackney Council's social media for a final call to complete the consultation
- Final call to complete the consultation in Hackney Council's newsletter
- E-newsletters (external and internal staff newsletter)

Email

- Community Champions and other community partners
- CVS organisations such as Healthwatch Hackney and Hackney CVS
- Key contacts with wider networks

Consultation & Engagement Approach

A consultation and engagement plan was developed in partnership with the engagement team. In addition, a communications plan was developed to ensure the consultation was promoted effectively. Engagement on the draft Equality Plan was split into two parts, consultation and face- to- face engagement.

Consultation:

- Sense check if we have got the objectives right and if we are explaining them in an accessible and relevant way.
- Test if priorities are the right ones and understand what is missing?
- Share the groups we are planning to focus on and identify if any groups are missing.

Face - to - face engagement:

- Share the context for this work, the challenges and constraints and role of the Council, partners and residents
- Gather new insight about what is driving inequality, that helps us develop a shared understanding of inequality
- Take a strength based approach to understand what is working and is valued in tackling inequality and identify new ideas and solutions
- Develop specific thematic areas of work with those who face inequality or discrimination
- Help us develop richer deeper links into communities with insights, actions and ideas to share

- Help us develop more ongoing ways to involve partners and residents in working with us to help us tackle inequality and provide critical challenge and accountability - learning from existing approaches

The consultation was created and published on Citizen Space, the Council's survey platform, and was live from 20 November 2023 until 21 January 2024.

Communications were sent out via the following channels:

- Social media - Twitter, Facebook
- Love Hackney
- Newsletter - Corporate newsletter and community champions

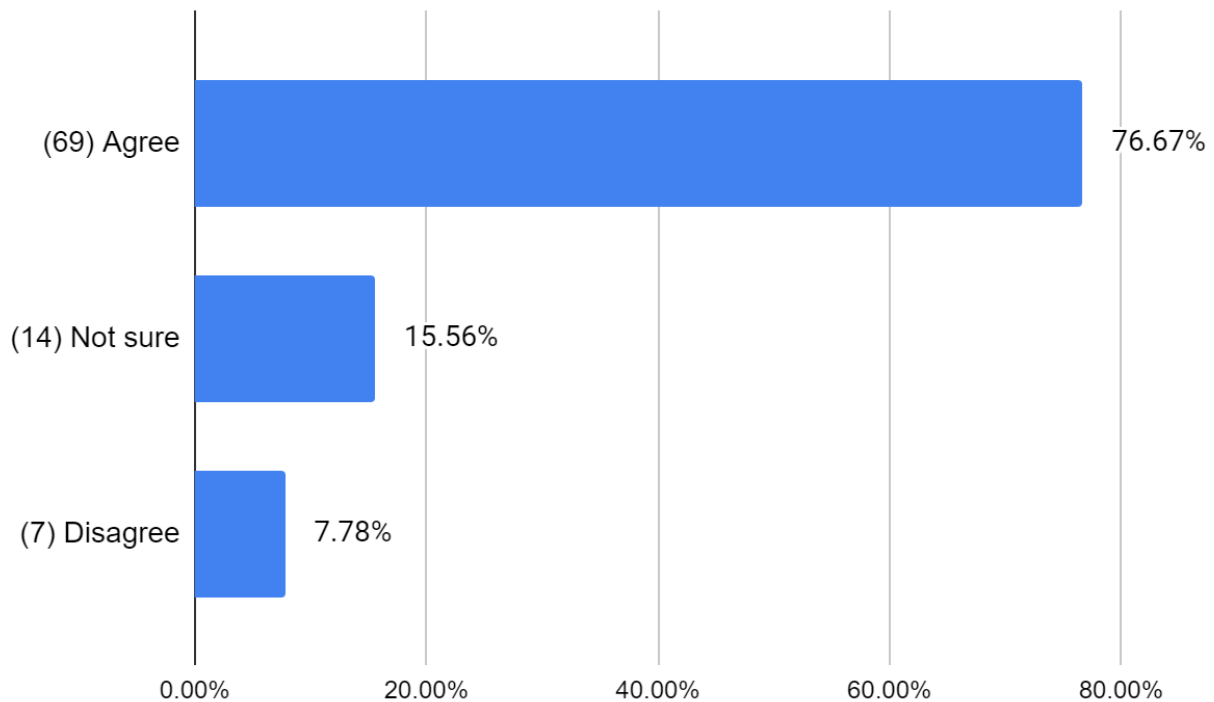
Response rate

A total of 90 respondents took part in the online consultation. Engagement activity involved a further 701 people: 355 staff, 239 partners and 107 residents (of which 53 completed monitoring information)

Overview of results- Online consultation (90 people)

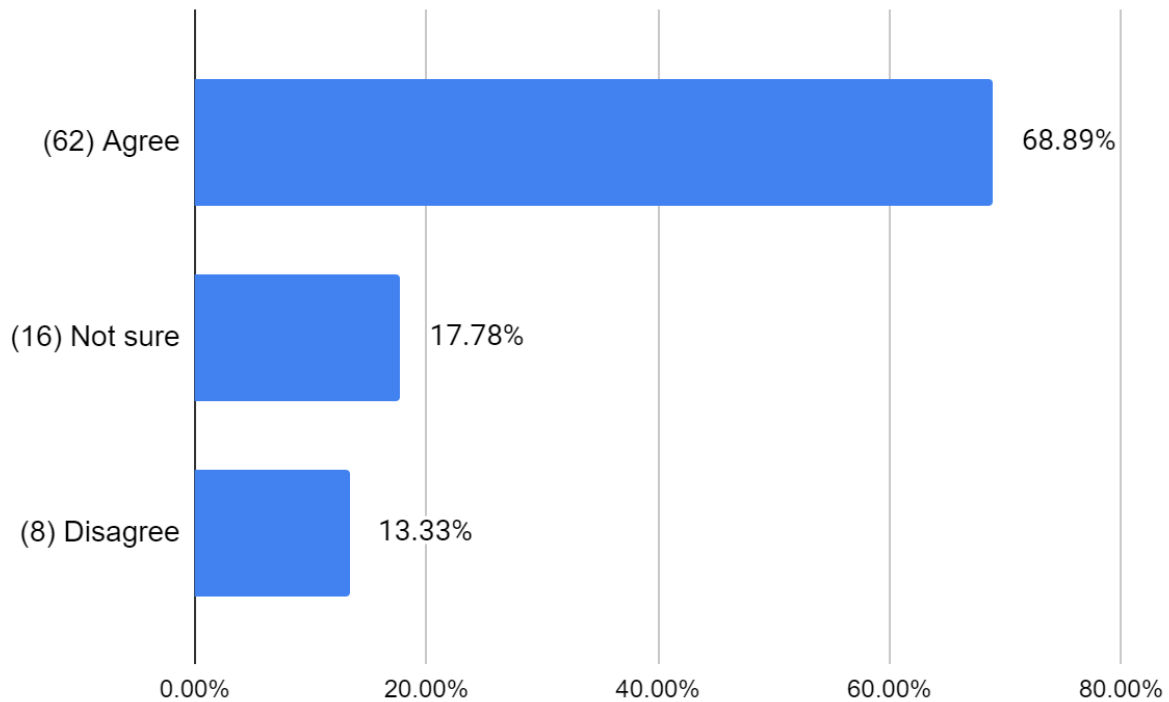
Equality Plan- Objective 1: To what extent do you agree or disagree with the following statements:

“I think this objective will help us tackle inequality” (90 responses)



The majority of respondents, just under 77% stated that they agree with the statement “I think this objective will help us tackle inequality” (69 respondents). This is followed by just under 16% of respondents who stated that they were not sure (16 respondents). Just under 8% of respondents disagreed with the statement (12 respondents).

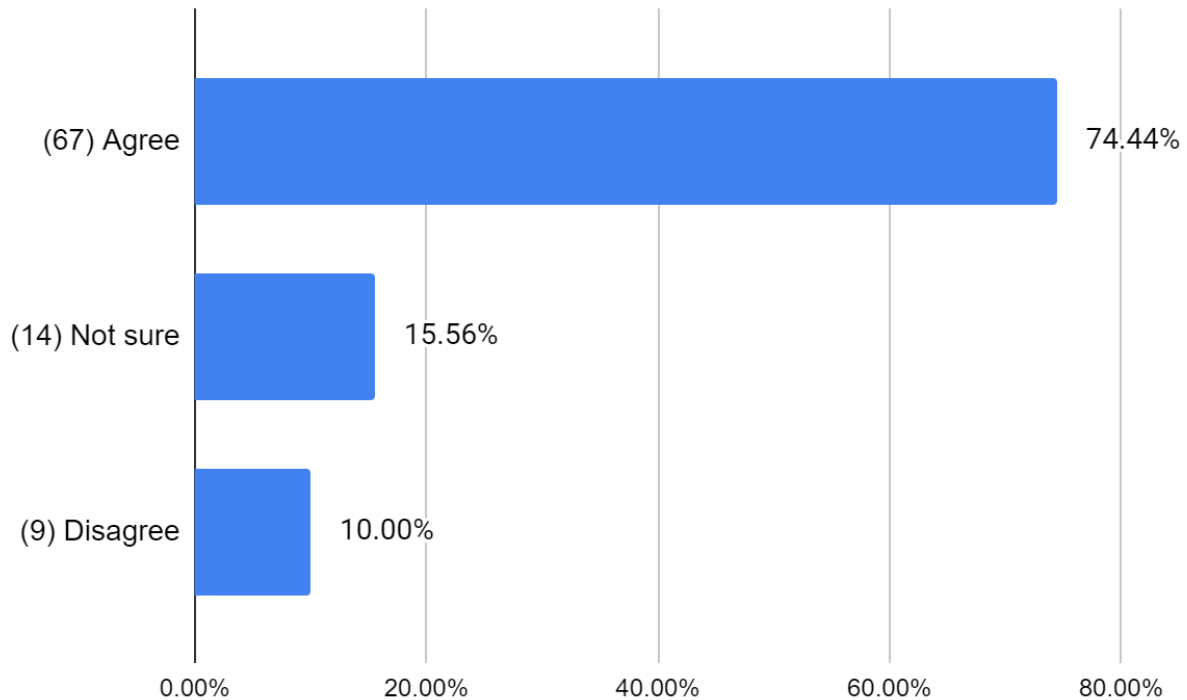
“I think the proposed activities will help achieve these objectives” (90 responses)



The majority of respondents, just under 69%, stated that they agree with the statement “I think the proposed activities will help achieve these objectives” (62 respondents). Just under 18% stated that they were not sure (16) and just over 13% stated that they disagree (12).

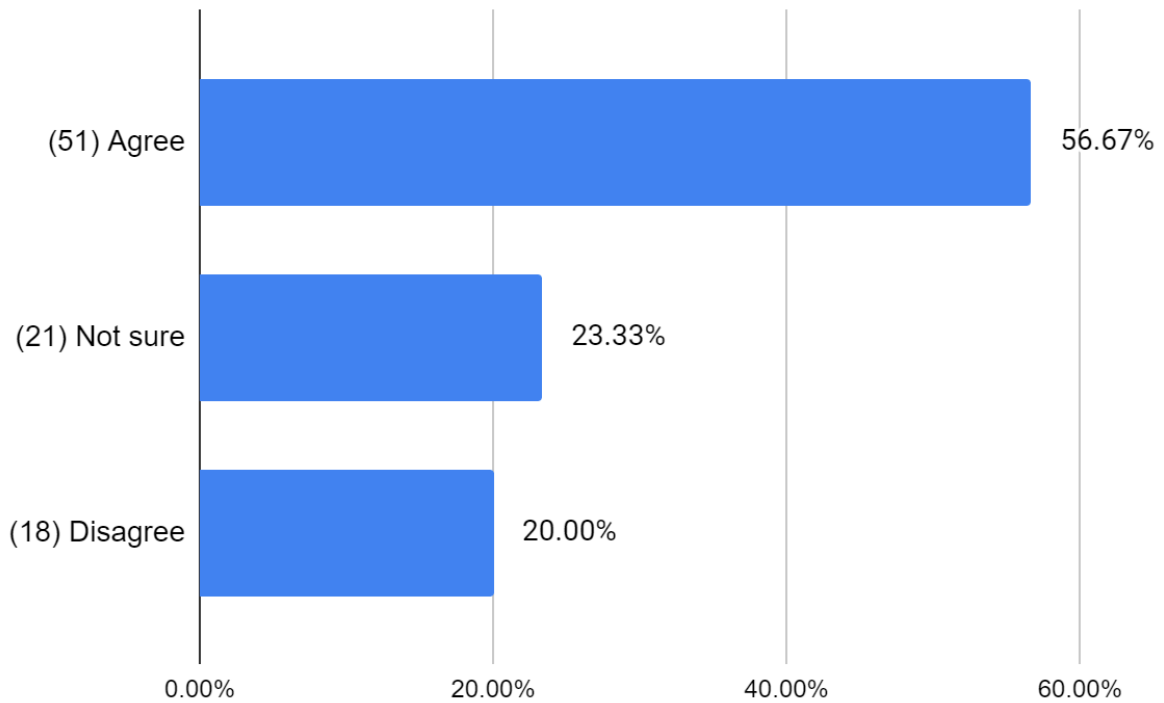
Equality Plan- Objective 2: To what extent do you agree or disagree with the following statements:

“I think this objective will help us tackle inequality” (90 responses)



The majority of respondents, just over 74%, stated that they agree with the statement “I think this objective will help us tackle inequality” (67 respondents). This is followed by just under 16% of respondents who stated that they were not sure (14). 10% of respondents stated that they disagreed with the statement (9).

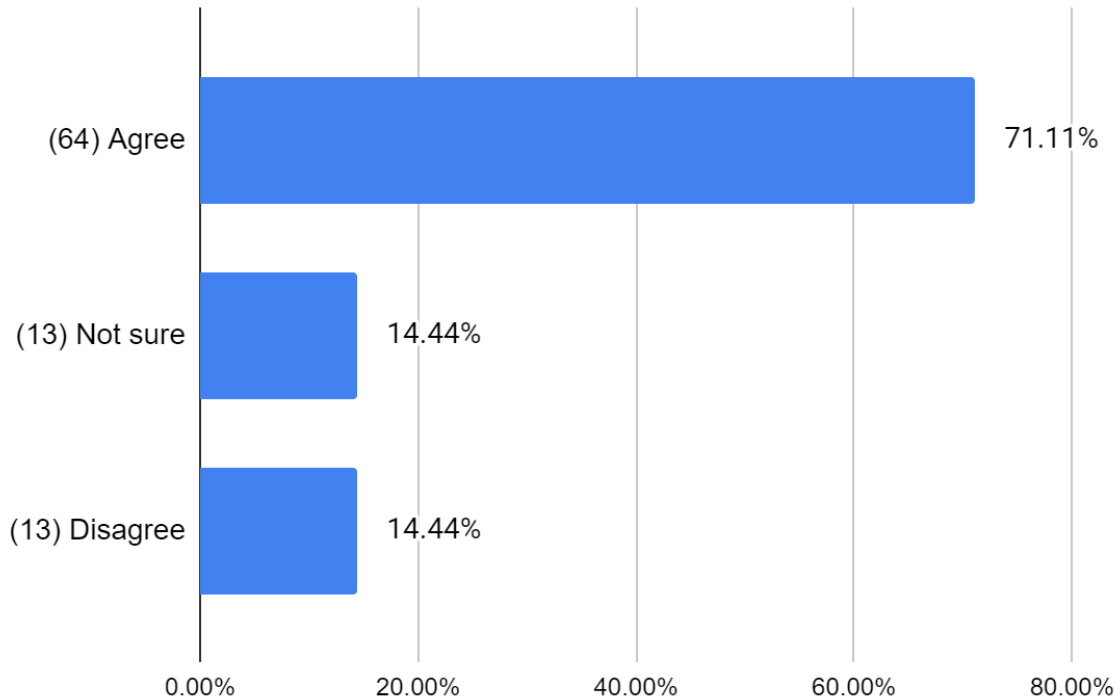
“I think the proposed activities will help achieve these objectives” (90 respondents)



Just over half of respondents, just under 57%, stated that they agree with the statement “I think the proposed activities will help achieve these objectives” (51 respondents.) Just over 23% of respondents stated that they were not sure (21). 20% of respondents stated that they disagree (18).

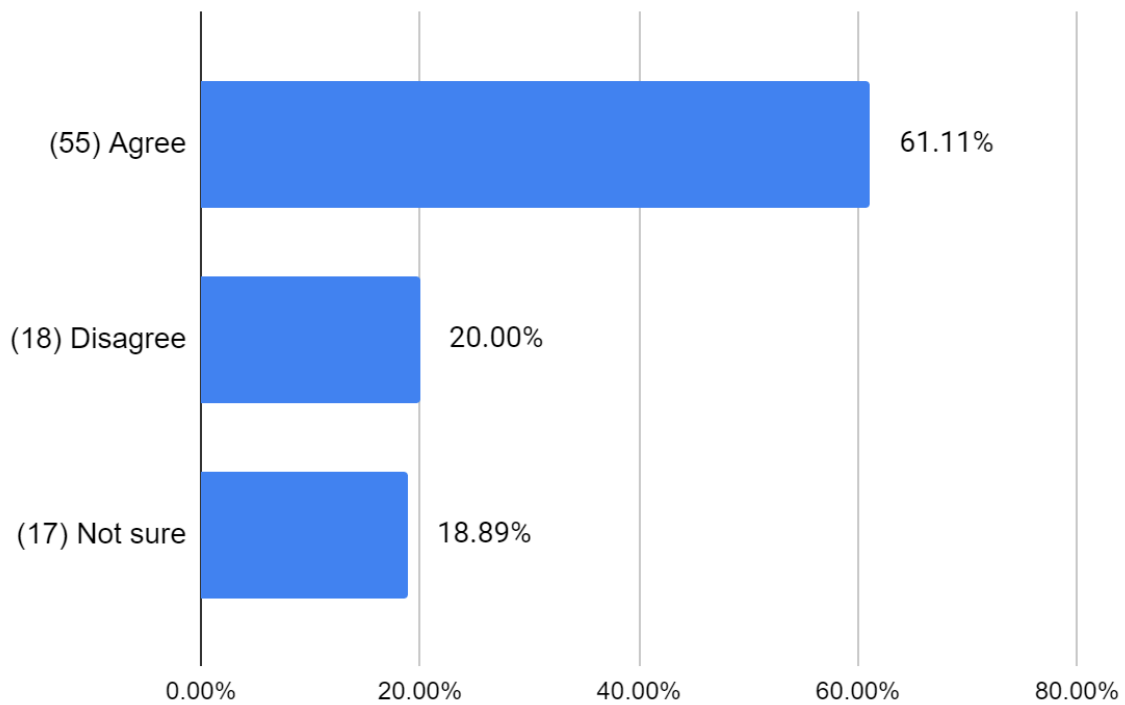
Equality Plan- Objective 3: To what extent do you agree or disagree with the following statements:

“I think this objective will help us tackle inequality” (90 responses)



The majority of respondents, just over 71%, stated that they agree with the statement “I think this objective will help us tackle inequality” (64 respondents). An equal percentage of respondents, just over 14%, stated that they were not sure and that they disagree with the statement (13 respondents for each response).

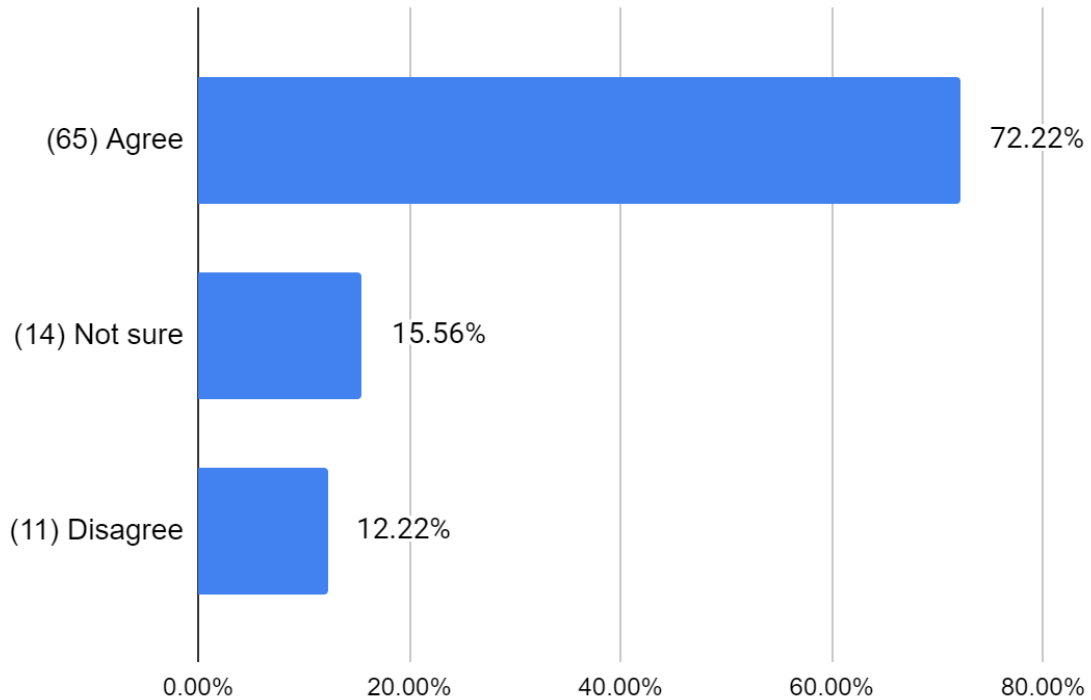
“I think the proposed activities will help achieve these objectives” (90 respondents)



The majority of respondents, just over 61%, stated that they agree with the statement “I think the proposed activities will help achieve these objectives” (55 respondents.) 20% of respondents stated that they were not sure whether they agree or disagree with the statement (18) and just under 19% of respondents stated that they disagree with the statement (17).

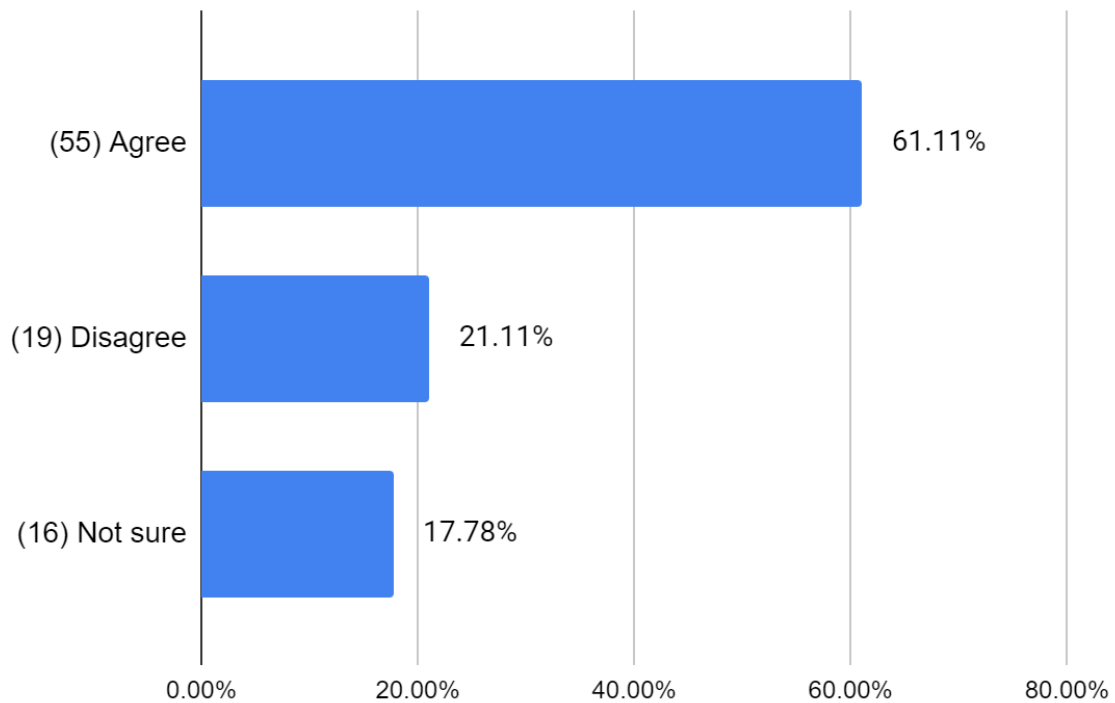
Equality Plan- Objective 4: To what extent do you agree or disagree with the following statements:

“I think this objective will help us tackle inequality” (90 responses)



The majority of respondents, just over 72%, stated that they agree with the statement “I think this objective will help us tackle inequality” (65 respondents). Just under 16% stated that they were not sure if they agree or disagree with the statement (14). Just over 12% stated that they disagree with the statement (11).

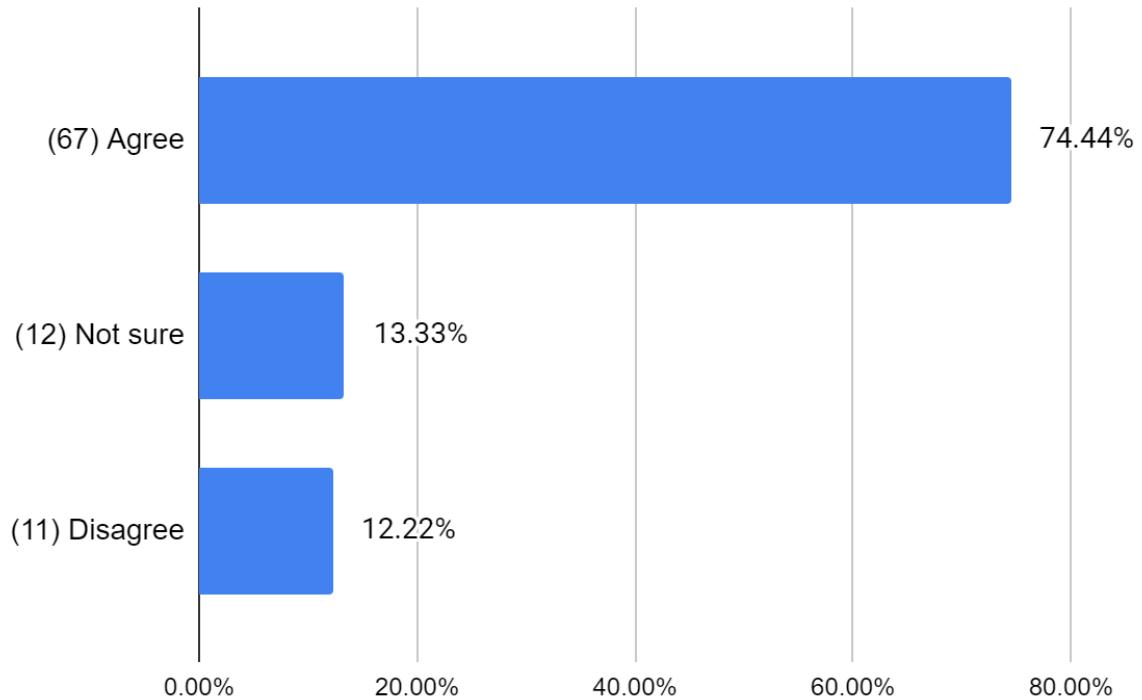
“I think the proposed activities will help achieve these objectives” (90 respondents)



The majority of respondents, just over 61%, stated that they agree with the statement “I think the proposed activities will help achieve these objectives” (55 respondents.) Just over 21% of respondents stated that they disagree with the statement (19). Just under 18% of respondents stated that they were not sure (16.)

Anti- Racism Plan

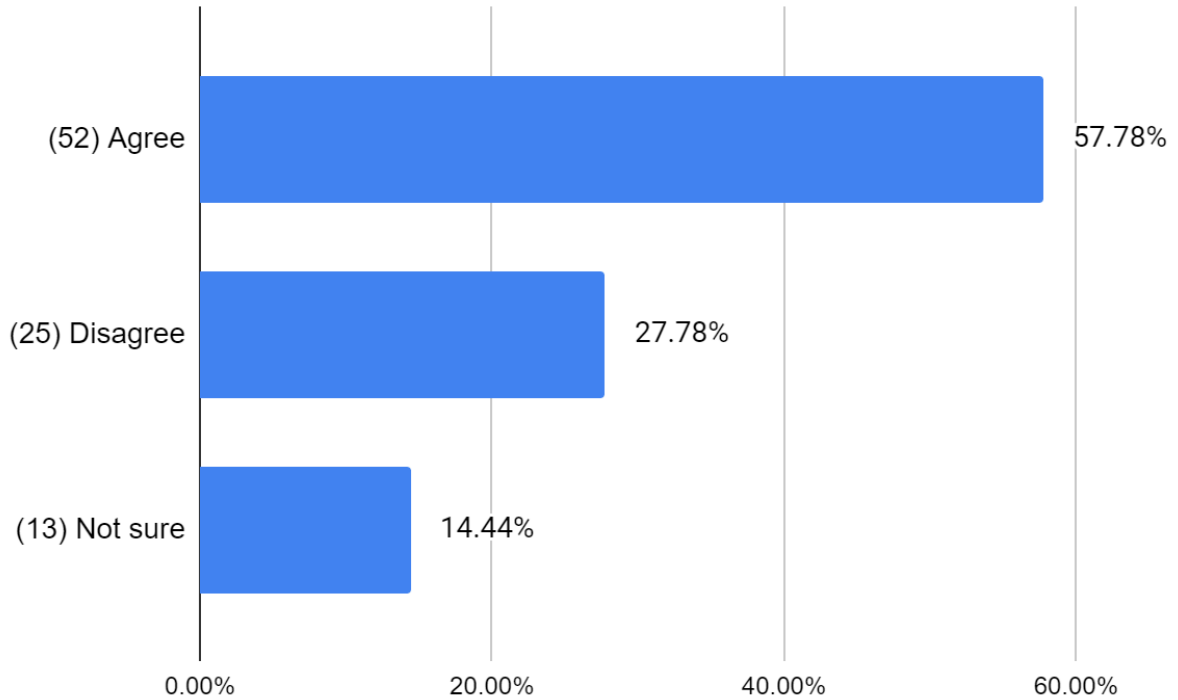
To what extent do you agree or disagree that the objectives above will help Hackney become an anti-racist borough? (90 responses)



The majority of respondents, just over 74%, stated that they agree that the Anti-Racism Plan objectives will help Hackney become an anti-racist borough (67 respondents.) This is followed by just over 13% of respondents who stated that they were unsure (12). Just over 12% of respondents stated that they disagree that Anti-Racism Plan objectives will help Hackney become an anti-racist borough (11).

LGBTQIA+ Strategy

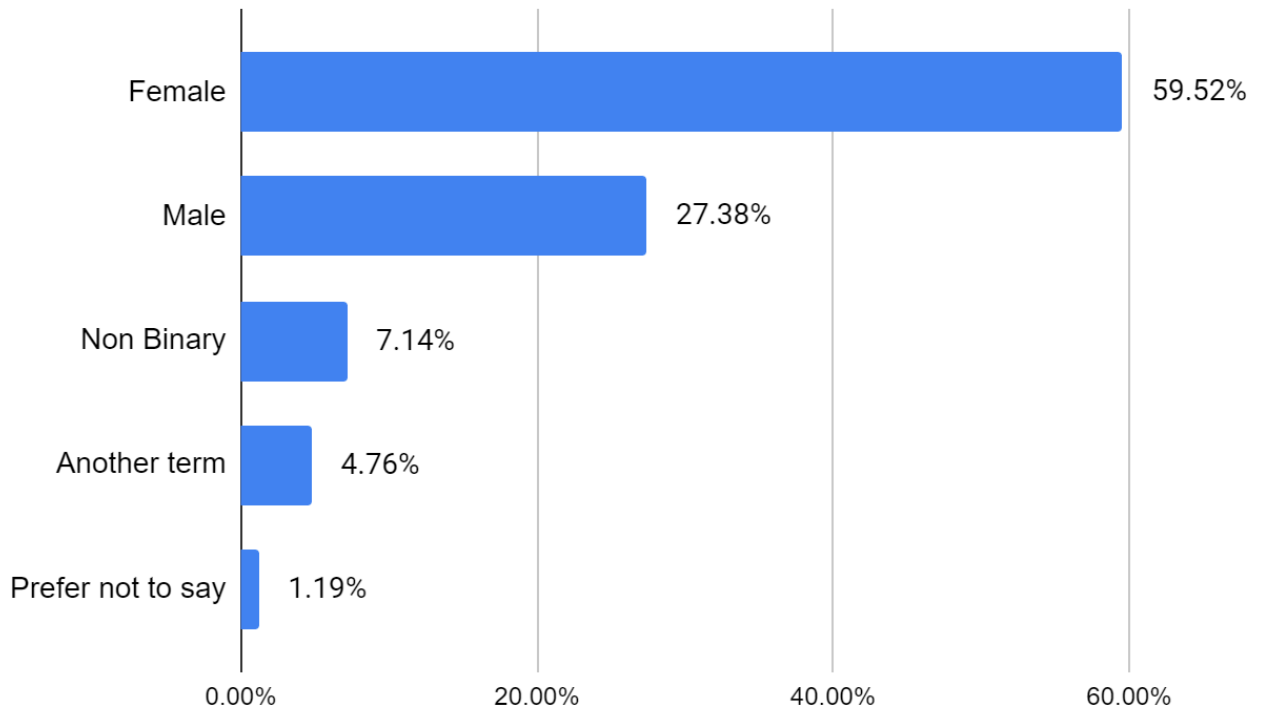
To what extent do you agree or disagree that the aspirations set out above are clear and understandable? (90 responses)



Just over half of respondents, just under 58%, stated that they agree that the aspirations set out above are clear and understandable (52 respondents). Just under 28% of respondents disagreed with the statement (25). Just over 14% of respondents stated that they were not sure (13).

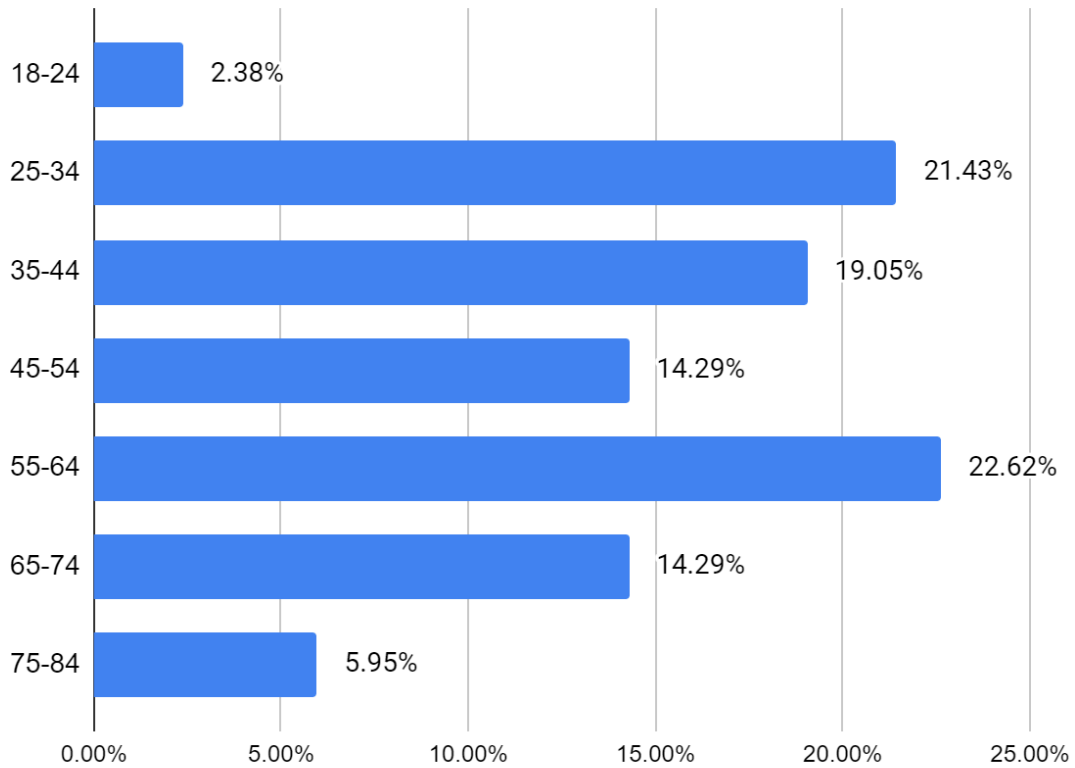
About you

Gender: Are you... (Base 84)



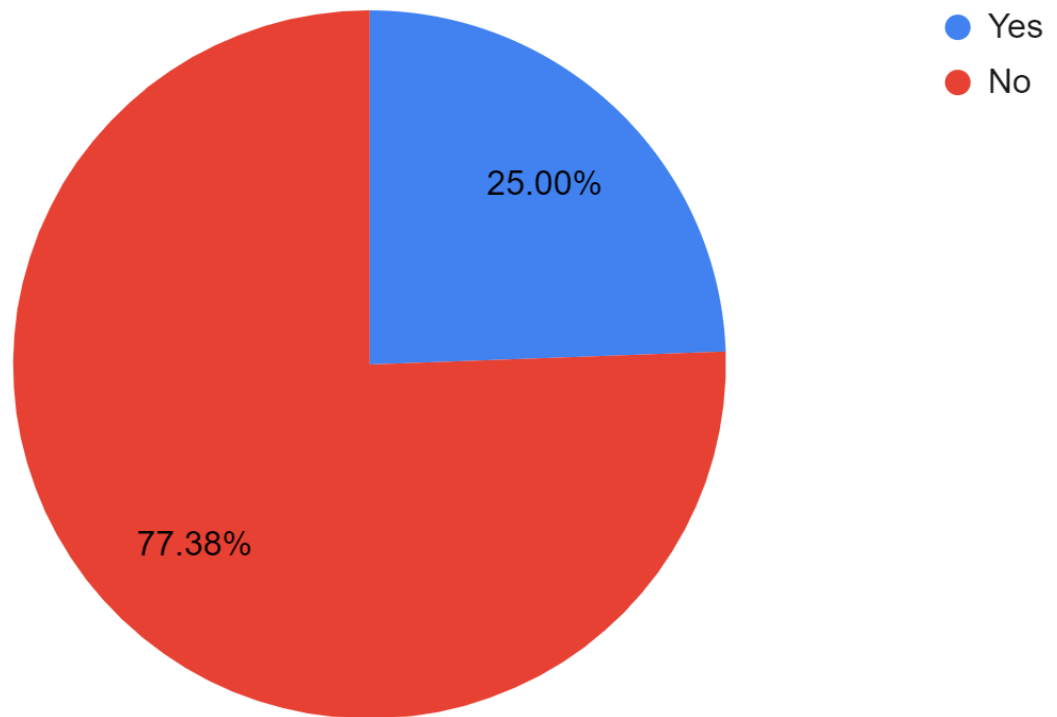
The majority of respondents, just under 60%, stated that they are female (50 respondents.) This is followed by who stated that they are male (23) and non-binary (6). Four respondents use another term, one stated that they prefer not to say.

Age: what is your age group? (Base 84)



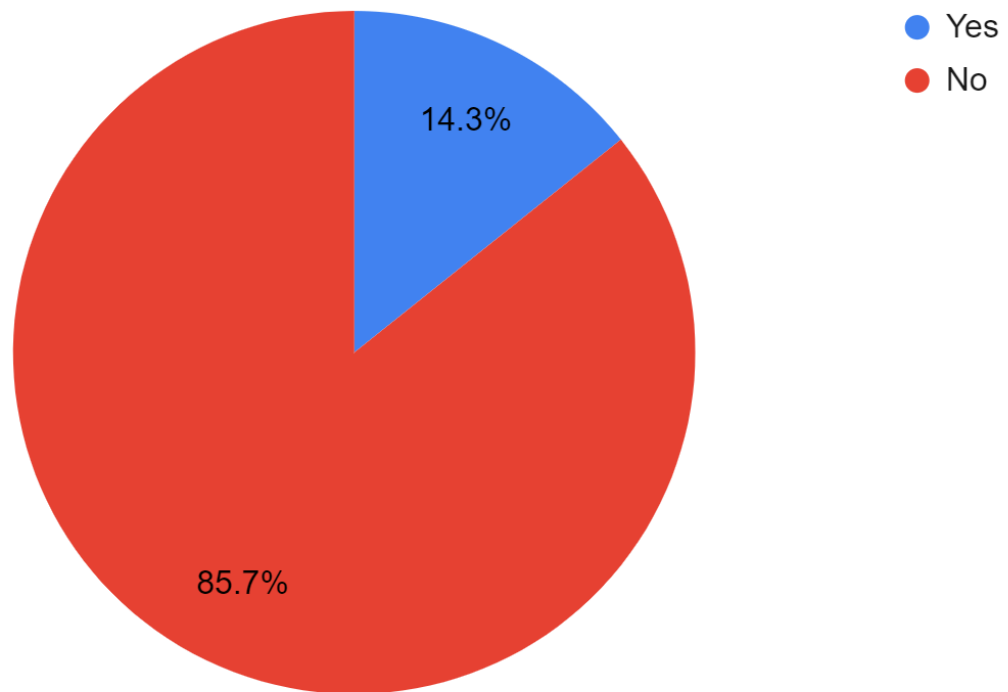
The highest percentage of respondents, just under 23%, stated they are aged 55-64 (19). This is followed by 25-34 (18), 35-44 (16), 45-54 and 65-74 (both 12), 75-84 (5) and 18-24 (2).

Do you consider yourself to be disabled? (Base 86)



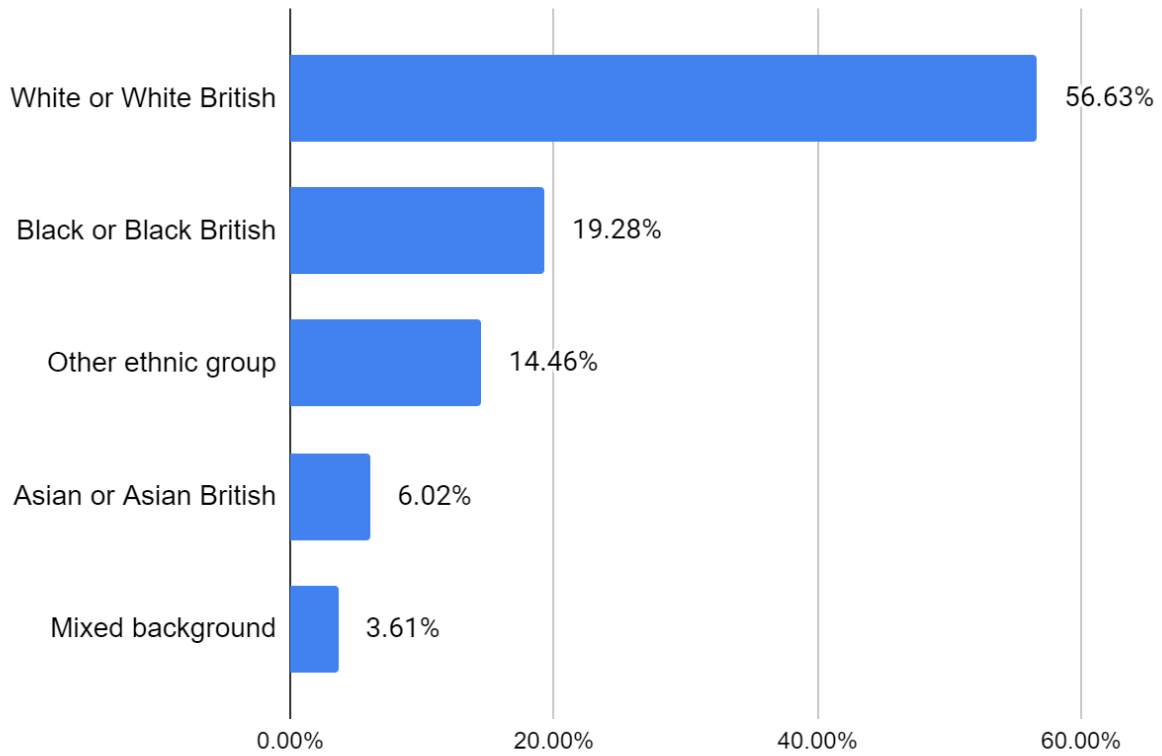
The majority of respondents, just over 77%, stated that they do not have a disability (65). 25% of respondents state that they have a disability (21).

Do you regularly provide unpaid support caring for someone? (Base 84)



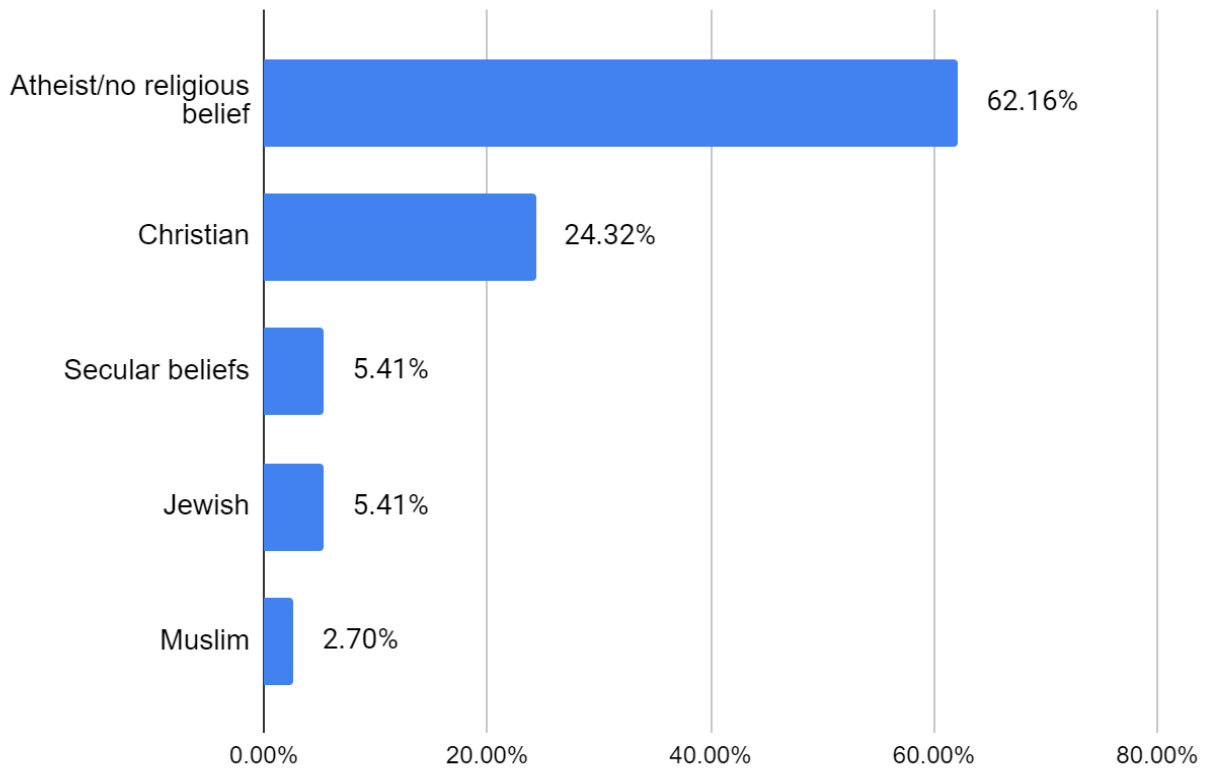
The majority of respondents, just under 86%, stated that they do not regularly provide unpaid caring support (72). 14.3% of respondents stated that they do provide unpaid caring support (12.)

Ethnicity: Are you... (Base 83)



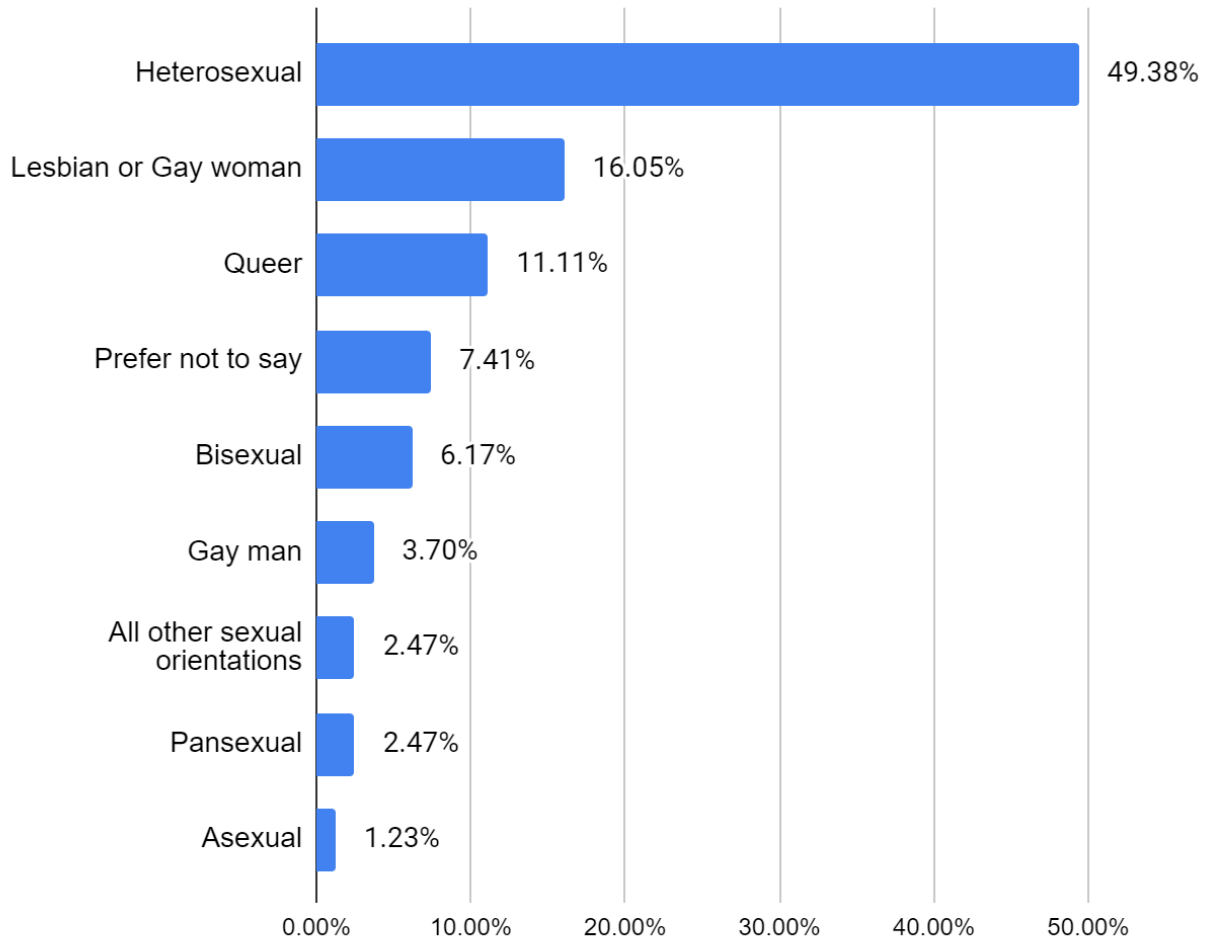
The majority of respondents, just under 54%, stated they are white or white British (47). This is followed by respondents who state they are Black or Black British (16), other ethnic group (12), Asian or Asian British (5), and mixed background (3).

Religion or belief: Are you or do you have... (Base 80)



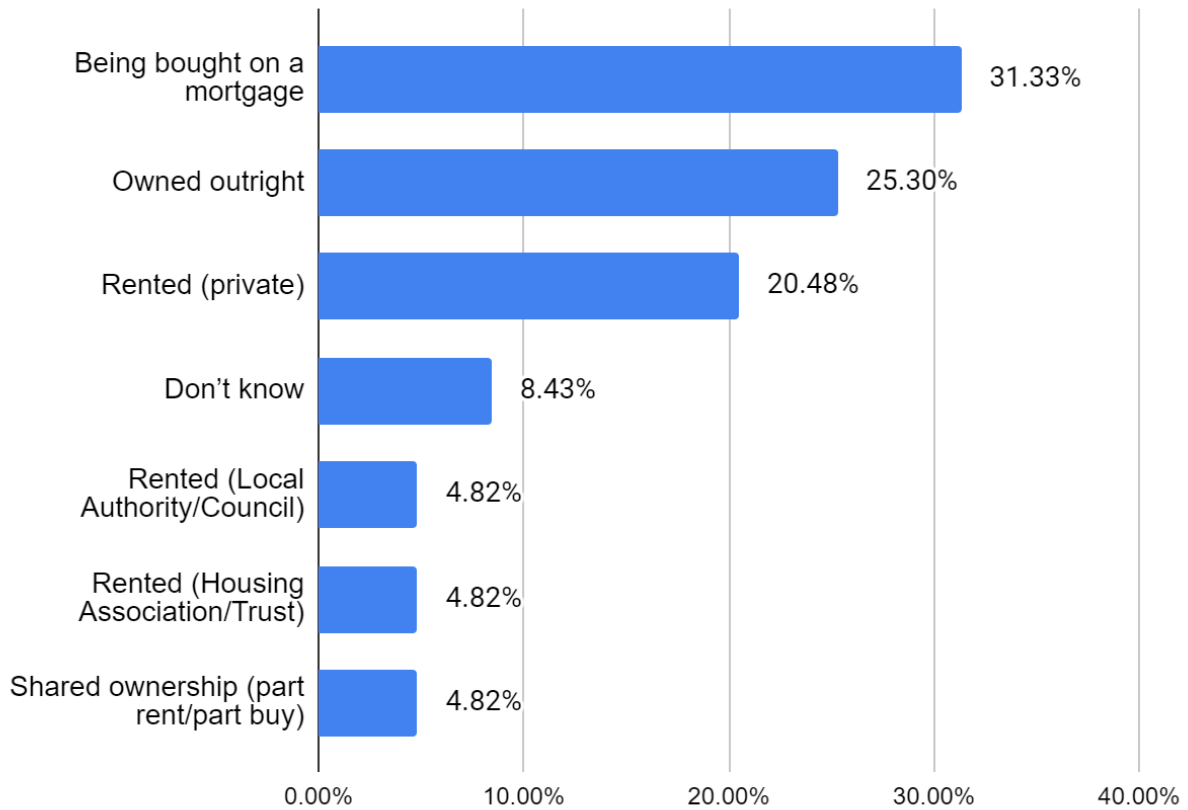
The majority of respondents, just over 62%, stated they are atheist/no religious belief (46). This is followed by respondents who stated they are Christian (18), have secular beliefs (4), Jewish (4), and Muslim (2).

Sexual orientation: Are you... (Base 84)



The highest percentage of respondents, just over 49%, stated that they are heterosexual (40). This is followed by respondents who stated they are lesbian or gay woman (13), queer (9), prefer not to say (6), bisexual (5), gay man (3), all other sexual orientations (2), pansexual (2), and asexual (1).

Housing Tenure: Which of the following best describes the ownership of your home? (Base 83)



The majority of respondents stated that their house is being bought on a mortgage (26). This is followed by respondents who stated that they owned outright (21), rented (private) (17), don't know (7), rented (local authority/Council) (4), rented (housing association/trust) (4), and shared ownership (part rent/part buy) (4).

Other engagement work

Engagement activity involved a further 701 people: 355 staff, 239 partners and 107 residents (of which 53 completed monitoring information)

	Residents events and focus groups	
Age	Hackney Circle Christmas Party (older residents)	30
Disability	Autism Experts by Experience Focus group with adults with learning disabilities Disabled Residents Focus Group <i>HPF Speak Up Group</i> <i>Deaf Plus</i> <i>Healthwatch Hackney Mental Health</i>	30
Gender reassignment	Healthwatch LGBTQIA+ Forum LGBTQIA+ Sig (update only) LGBGTQIA+ Residents Focus Group	14
Pregnancy and maternity		
Race	<i>Connecting All Communities Focus Group</i> Daymer-Turkish and Kurdish community organisation (evidence submission)	19
Religion and Belief	Hackney Faith Forum <i>Interlink Foundation Focus Group</i>	11
Sex		
Sexual orientation	Healthwatch LGBTQIA+ Forum LGBTQIA+ Sig (update only) LGBGTQIA+ Residents Focus Group	4
Other groups	Armed forces breakfast Care Leavers Council Focus group	(not recorded) 3

53 people residents completed a diversity monitoring form. The equality information is below. The form was designed in part to help us improve our equalities data collection by expanding our understanding of the different terms people might use to describe themselves.

	Focus groups
Age	The highest percentage of respondents, just over 35%, stated they are aged 30-39. This is followed by 40-49(31.5%), 50-59 (14.8%), 60-69 (11.1) 70-90 (6.9%) and 20-29 (1.9%).
Disability	The majority of respondents, just over 83%, stated that they do not have a disability . 14.8% of respondents states that they have a disability
Do you consider yourself to be trans or as having a trans history?	The majority of respondents, over 96% said no, 3.8% said prefer not to say
Ethnicity	<p>15.3% White British, 9.5% Black British, 7.5% Somali, 3.8% british Somali</p> <p>Due to the diversity in Hackney as well as free text there are a lot of single count responses listed below</p> <p>Single count responses</p> <ul style="list-style-type: none"> African African (Eritrean) African (Somali) x2 African (Sierra Leone) Bengali British Black African Black Caribbean British British Asian British Jewish Charedi Dual Heritage White European an Caribbean East African (Eritrean) East African (Sudanese) Iraqi

	<p>Jewish Latin American Mixed Orthodox Jewish Turkish White White Irish White other -Jewish Black British N.irish Western European</p>
How would you describe your religion faith or belief	The majority of respondents, nearly 33% stated they were Muslim, followed by Christian, 17%, Jewish (10%), atheist/no religious belief (10), Catholic (5.8%), followed by Pagan, Science, Buddhist, Spiritual, humanity and secular all at (1.9%)
How would you describe your gender	The majority of respondents, just over 72%, stated that they are female. This is followed by 13.2 who said they were male. Followed by 3.8% non-binary and then CIS male, cisgender woman, woman all at 1.9%
How would you describe your sexual or romantic orientation	The majority of respondents, nearly 79% stated they were heterosexual/straight, followed by Bisexual, 9.8%, Gay, 7.8%, Queer, 5.9%, Lesbian and Pansexual both at 2%. 2% of people used a different term that was not listed
What is your relationship status	The majority of respondents, over 44% said they were married, followed by 24.1% who are single, 20.4% who have one partner, 11.1% divorced, 5.6% widowed and 1.9% in a civil partnership
Are you Intesex/have Variations of Sex Characteristics	The majority of respondents, 98.15 said no, with 1 person preferring not to say

Do you consider yourself to be neurodiverse	The majority of respondents, 73.6% said no, 24.5% said yes and 1.9% prefer not to say
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This form asked more detailed questions about how protected characteristics contributed to them experiencing inequality or discrimination as can be seen in the table below.

Age	13%
Disability	15%
Sex	48%
Gender reassignment	0%
Sexual orientation	15%
Marriage or Civil Partnership	0%
Pregnancy or Maternity	6%
Race	59%
Religion or belief	42%
None of the above	7%

The form also asked if any of the following characteristics contribute to them experiencing inequality or discrimination. The responses reflect the need to include the socio economic duty as well as the additional groups included in the plan who are vulnerable because of life experiences

Providing unpaid care for a disabled, chronically ill older neighbour or friend	32%
Being a looked after child, care leaver or other experience of the care system	0%
Immigration status	32%
Being in receipt of benefits	45%

Housing or living situation	50%
Socio-economic background or class	42%
Substance misuse or addiction difficulties	0%
Mental ill health	13%
Chronic health difficulties which don't amount to a disability	18%
Experiencing menopause (including perimenopause)	8%
Having been a member of the armed forces	0%
Other reasons <ul style="list-style-type: none"> ● From the Police and when shopping (racial profiling and stereotyping) ● Sexism at work (in the past) impacting career progression ● Being the parent of neurodivergent children ● Having a learning disability ● Coming from a non-commonwealth country ● Being a single parent ● Immigration status of my partner 	13%

Staff -355

- RP, TMOs and Communities Service Awayday
- SEND Development Day All Send teams - Jo Wilson & Helen Walker
- City & Hackney Partnership Autism Summit - Sarah Darcy
- Disabled Staff Focus Group
- Bump Buddies
- Proud Hackney Focus Group In Person
- Hackney Nights Focus Group Hybrid
- Parking full SMT
- Show & Tell - Equality Plan
- Show & Tell - Anti Racist Plan
- Show & Tell - LGBTQIA+ Strategy
- Social workers
- Council senior managers
- Regeneration and Economic Development Management Meeting*
- Staff Focus Group - open to all staff*
- Anti-racism peer support group - Black and Global majority staff
- Children's Services Leadership Team*
- Equality Plan Climate, Sustainability & Environmental Services Team Meeting*
- ESO Team Meeting*
- Hackney Education - Outcomes, Business Intelligence and Strategy, Strategy & Governance*

Parking full Senior Management Team
All Library Staff Development Day

Partners - 239

Anti Racist Partnerships Day
SEND local partnership board
SENCO Induction - Ed Chiltern
Temporary accommodation action group meeting

Main gaps

Unfortunately we do not hold the numbers for all of the focus groups and do not hold demographic information from the show and tells (see below) and staff meetings. We have been clear in the Anti-racism action plan that it is important to be specific about different communities when working with residents and in decision making and service design. However the ethnicity data collected as part of the online consultation was in broad categories so it is difficult to identify gaps. The monitoring information from the focus groups is much more detailed but it is difficult to draw conclusions from small numbers.

The focus groups targeted groups who the Council does not always hear from, such as disabled people, people with insecure immigration status and LGBTQIA+ staff and residents

However the data suggests that the main gaps are Turkish and Kurdish communities, as well as Asian and South East Asia communities. Young people under 20 and people who are Trans or have a Trans history.

Conclusions

Online consultation

The online consultation was designed to sense check if we have got the objectives right and if we are explaining them in an accessible and relevant way.

Synthesis of online and engagement responses

The resident engagement was designed to gather new insight about what is driving inequality, understand what is working and is valued, develop specific thematic areas of work, develop richer deeper links into communities with insights, actions and ideas to share, develop ideas for how we involve partners and residents in working with us to help us tackle inequality and provide critical challenge and accountability.

We have reviewed and analysed all the qualitative responses and identified key themes and issues.

This is a summary of the key changes that have been made to the Equality Objectives and outline priorities. We will, however, be returning to the rich analysis and insight as we develop the full action plan.

Overall

From the online consultation, we can conclude that the objectives overall are supported for the Equality Plan. Support was strongest for the first objective.

There was also support for the objectives in the Anti-Racism Framework with 74% agreeing that the objectives would help tackle inequality. There were more mixed views on the LGBTQIA Framework with 58% agreeing and 28% disagreeing. Some of the reasons for this are provided in the open text responses and this needs to be explored further as we take forward the work on this framework. This needs to be explored further, but we also need to acknowledge that the [LGBTQIA population](#) in Hackney is around 9% of the population. The general population is less likely to understand the benefits of a LGBTQIA framework.

From the online consultation, there were more negative views on whether the activities would help achieve the objectives. This could be because we did not share the full range of activities and priorities and this will have affected views. From the Consultation and Engagement, **it also was clear that residents wanted to see the detailed actions below this high level plan.** We have added more detail on priority activities to the Equality Plan. We will bring a full action plan back to Cabinet which draws on all the rich data and insight gathered.

We were asked to show how we were building on previous learning and work. The outline plan sets out how the objectives will build on existing work and also provides a summary of progress made through the last Single Equality Scheme (an update was published as part of the Corporate Plan Update in February 2022). We will also look at

sharing progress in an equality hub, similar to the anti-racism hub published in 2022.

We were asked to **reference the difficult financial context that the Council is in**, and have added a section to the Equality Plan on this and the implications for the plan.

Residents have told us that we need to be open and self-critical about past shortcomings and set out measures to avoid repeating these patterns of failure. They want to see the involvement of residents and community partners, including the voluntary and community sector, in holding the Council to account, as well as frontline workers. There are existing examples of working with the community that the Council leads or has helped shape that could be learned from. There need to be anonymous feedback loops for both residents and staff to share their experiences about equality in Hackney. There is a call for brave and courageous leadership that is able to listen and be more creative and open in order to move further forward. The Council will use this feedback to establish final governance arrangements which will involve resident feedback, challenge and contribution.

Not all residents were in support of taking anti-racism action or LGBTQIA equality. There were very divergent views on trans rights. We need to recognise these views and engage with residents about the reasons we are taking action, in line with needs and legal duties, in line with the Equality Duty and Strategic Plan.

The equality data from the engagement sessions suggests that the main gaps are Turkish and Kurdish communities, as well as Asian and South East Asia communities. Young people under 20 and people who are Trans or have a Trans history. We will look at how we can improve engagement with these groups through taking forward the work of the Equality Plan.

Objective 1

We received feedback was that this objective was too soft and reactive. We have used bolder and more positive language.

The majority of respondents to the online survey (just under 77%) agreed that the objective will help us tackle inequality. 8% of respondents disagreed.

There were suggestions about more of a focus on early intervention and root causes and emotional wellbeing for children, noting the impact of the pandemic. We have strengthened the objective and added more detail under priorities.

Objective 2

Prosperity as a concept jarred. We have amended the second objective to talk about opportunity and wellbeing.

There were strong views that there needed to be more of a focus on how Hackney and the Council could be more inclusive and accessible. We have strengthen commitments to digital inclusion, shaping and accessible borough and inclusive communication under

this objective and objective 4.

The feedback was that the objective needed to be strengthened to cover more fully health inequalities and wellbeing. We have done this, and added more detail under priorities.

The majority of respondents to the online survey (just under 74%) agreed that the objective will help us tackle inequality. 10% of respondents disagreed.

Objective 3

There were strong views that we needed to celebrate and stand up for communities who are seen as a “problem” in society. We were urged to see community tensions and strengthen efforts to build good relations. We have strengthened the focus on this and been specific about the groups we need to stand up for- trans people, refugees and migrants, children with SEND. We have included a priority to undertake a review of cohesion and how communities get on with each other.

The majority of respondents to the online survey (just over 71%) agreed that the objective will help us tackle inequality. 14% of respondents disagreed.

Feedback called for more effort to see intersectionality and diversity in communities and not see communities as homogenous or generalise what residents from a community might want. This included Muslim communities, the Turkish Kurdish community and Charedi community. We have strengthened commitments to improving engagement under both this objective, and in the guidance we provide under objective 4.

Objective 4

There was wide support for the existing focus on institutional change and on the need for the Council to serve residents better. In order to strengthen the emphasis on this, we have split this objective in two:

- Embed equality into service plans and practice across the council and the borough
- Change as an institution to ensure internal and systemic change

There was a strong ask for us to be trauma informed and to find ways to collaborate with communities in an ongoing way. We have added more detail on this being a priority under the new objective which is about embedding equality.

The majority of respondents to the online survey (just over 72%) agreed that the objective will help us tackle inequality. 14% of respondents disagreed.

Groups missing

From the synthesis of the online consultation and consultation and engagement insight, we have identified the need for more of a focus on groups who were in **precarious**

housing situations and temporary accommodation, more comprehensive work looking at disability equality and carers, including children with special educational needs and neurodiversity. We also needed to look at gender and sex based inequality and discrimination. We have either strengthened explanations of what we are already doing or added these new priorities in the high level Equality Plan.

The new plan also focuses on those who are vulnerable because of life experiences. This is so we ensure we are considering need through different lens when we undertake service planning and delivery and engage with residents. **During consultation and engagement, we heard compelling reasons to include other groups.** The groups added are indicated in bold in the table below- teen parents. Those who fall below statutory thresholds, people in insecure private rented accommodation, at risk of homelessness or living in precarious conditions (eg sofa surfing) and people in temporary accommodation, domestic abuse victims and survivors and people with an offending history. Other groups such as young black men and carers were also suggested- but these groups are already covered by protected characteristics. Carers are a protected group, associated with disability.

This is the final list, but is not intended to be an exhaustive list:

- Looked after children, care experienced people and care leavers
- Single parents **and teen parents**
- People with insecure immigration status
- Ex Armed Forces
- People with multiple interconnected challenges (“complex needs”) including **those who fall below statutory thresholds**
- People experiencing perimenopause and menopause
- People in **insecure private rented accommodation, at risk of homelessness or living in precarious conditions (eg sofa surfing) and people in temporary accommodation**
- **Domestic abuse victims and survivors**
- **People with an offending history**



Title of Report	Children and Families Service Full Year Update Report to Members 2022/23
Key Decision No	CE S288
For Consideration By	Cabinet and Council
Meeting Date	26 February 2024 And 28 February 2024
Cabinet Member	Councillor Anntoinette Bramble, Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care
Classification	Open
Ward(s) Affected	All Wards
Key Decision & Reason	No
Implementation Date if Not Called In	N/A
Group Director	Jacquie Burke, Group Director for Children and Education

1. Cabinet Member's introduction

- 1.1. One of the most important things we do as a Local Authority is look after the children in our care, who we have high aspirations for. I have requested this report from the Group Director for Children and Education. My role as Lead Member for Children's Services requires me to ensure that the Local Authority fulfils its legal responsibility for safeguarding and promoting the welfare of children and young people in Hackney. As such, I wish to ensure that services with the important mandate of protecting Hackney's children and young people from risk of harm are understood across all areas of the Council.
- 1.2. In October 2023, the Children and Families Service took part in the council-wide month-long Anti-Racist Summit on the theme of 'Building Better Together'. I was proud to see the array of workshops, lectures and events available and enthused and inspired to see that the first day of the conference was sold out, with an additional 2,700 individual viewers joining us online! It is now for all of us, to continue to challenge our own practice

and behaviour and strive to build an anti-racist culture, for ourselves and for the children and families of Hackney.

- 1.3. It is over a year since the Child Safeguarding Practice Review for Child Q was published, and the City and Hackney Safeguarding Partnership have published a subsequent update report in June 2023. The importance of this Review cannot be overstated and we are seeing the repercussions of this work play out at a national level. In September 2023, the Independent Office for Police Conduct (IOPC) released the findings from their investigation into the treatment of Child Q calling for a 'substantial review of policing powers relating to strip searches of children' and confirming that four Metropolitan Police Service officers should face gross misconduct hearings. More than ever, we are certain that our continued focus on Anti-Racist Practice for our children and families is critical.
- 1.4. We are very proud that inspectors were impressed with our strong direct work and impactful practice when they came to jointly inspect our Youth Justice Services in Hackney at the beginning of this year, and rightly saw how advanced our Anti-Racist Practice is, and how deeply our practitioners care about the children we support. We are excited to work with our partners as we progress on our journey to deliver outstanding services.
- 1.5. The last twelve months have also seen progress in our work to improve the systems and tools available for our workforce. Having re-embedded Mosaic as our primary case recording system, and continuing to mature our data reporting capability to support leaders to oversee and understand practice.
- 1.6. This has also been supported by the embedding of our Improving Outcomes for Children Board, bringing together our data, performance and quality assurance learning. This means we are in a strong position as we navigate our services through the post-pandemic period. Our service is also working to co-create and roll out a STAR (Systemic, Trauma Informed and Anti-Racist) framework and transform how our internal services are set up for delivery, aligning with Hackney Education over the coming year.
- 1.7. I want to thank the Interim Chief Executive, Dawn Carter-McDonald for her input, and all staff for their hard work, commitment and dedication to the children and families of Hackney. I also want to acknowledge all of Cabinet, in particular Mayor Woodley, Cllr Etti, Cllr Fajana-Thomas and Cllr Williams, Corporate Parenting Board members and Councillors for their input and support over the past year.

2. **Group Director's introduction**

- 2.1. Children's services in Hackney work in partnership to protect children and keep them safe from harm and help them thrive. The Children and Families' Service is the key service designed to protect children by working 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 local authority will look after those children. This report provides Members with oversight of activities within the Children and Families' Service including performance updates and information about key service developments and information about vulnerable adolescents and adoption. The report also includes information on Young Hackney, the Council's early help, prevention and diversion service for children and young people aged 6-19 years old and up to 25 years if the young person has a special education need or disability. Information on the Service's work with children and young people through Hackney of Tomorrow (Hackney's Children in Care Council) is included in the report.

3. **Recommendations**

- 3.1. **Cabinet and Council are recommended to note and endorse the content of the Children and Families Annual Report 2022/23 (Appendix 1).**

4. **Reason(s) for decision**

- 4.1. The report is for information and endorsement only

5. **Details of alternative options considered and rejected**

- 5.1. Not applicable.

6. **Background**

Policy Context

- 6.1. This report summarises progress against key areas for the service.

Equality impact assessment

- 6.2. There are no new decisions within the report that require an Equality Impact Assessment.

Sustainability and climate change

- 6.3. There are no issues within the report that impact on the physical and social environment.

Consultations

- 6.4. The report does not contain any issues or decisions that require consultation.

Risk assessment

- 6.5. There are no proposals for action that require a risk assessment.

7. Comments of the Interim Group Director, Finance

- 7.1. The outturn for 2022/23 for the Children and Families Service on a net budget of £64.9m was an overspend of £4.7m after use of grants and reserves of £12.4m including a drawdown on the commissioning reserve of £3.1m and £8.5m of Social Care Grant funding. There has been a requirement to draw down from the commissioning reserve since 2012/13 due to the increase in complexity and the number of children in care.
- 7.2. The financial position for 2023/24 is a net budget of £65.3m for the Children and Families Service, and the service is forecasting to overspend by £3.1m (as at September 2023) after use of reserves and drawdown of grants totalling £16.9m (including full use of the commissioning activity reserve of £2.7m and £13.0m of Social Care Grant funding). Within the current forecast, cost reduction proposals have been agreed by the service to reduce the overspend within the year, and these are tracked on a monthly basis.
- 7.3. The Children and Families Service has continued to make contributions to the efficiency agenda of the Council. Over the previous ten years the service has delivered £12.5m savings with a further £1.4m targeted to be delivered in 2023/24. The increase in commissioning costs has been driven by an increase in complexity and the number of looked after children since 2011/12. There is a continuation of a large proportion of children being placed with independent fostering agencies (IFAs) due to a lack of suitable in-house foster carers. The cost of an IFA placement is significantly greater than that of an in-house placement. The service continues to be proactive in recruiting in-house foster carers to meet demands across the service and the Council has incentivised this by providing Council Tax discounts to foster carers in the borough and a weekly allowance to those who live outside Hackney.
- 7.4. Hackney has also seen an increase in residential placements since 2015 adding considerable budget pressures with an average annual unit cost of circa £300k. There have been some improvements more recently in the number of residential placements, and the service is working proactively to reduce the level of placements. We are also seeing a rise in the number of under 18s in high-cost semi-independent placements. Where young people in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages. These pressures have been recognised by the Group Director of

Finance & Corporate Resources with a growth of £13.4m in total included in the budget across a number of financial years.

8. VAT implications on land and property transactions

8.1. There are no VAT implications in this report.

9. Comments of the Acting Director of Legal, Democratic and Electoral Services

9.1. In line with Article 5.2 of the Council’s Constitution, Cabinet will carry out all of the Council’s Local Authority functions which are not the responsibility of any other part of the Council. The Elected Mayor may choose to delegate functions to be carried out by the Cabinet collectively that set priorities that contribute to the life and development of the Borough and those that improve the economic, social and environmental well being of Hackney and its inhabitants. As outlined in section 3 of this report, Cabinet is recommended to note the report and recommend it to Full Council which has the authority to agree the strategic direction of the Council.

9.2. There are no immediate legal implications arising from this report.

Appendices

Appendix 1 - The Children and Families Service 2022/23 Full Year Report to Members.

Background documents

None

Report Author	Diane Benjamin on behalf of: Jacquie Burke Group Director of Children and Education Tel: 020 8356 8677 jacquie.burke@hackney.gov.uk
Comments for the Interim Group Director, Finance prepared by	Sajeed Patni Head of Finance (CEAH&I) Tel: 020 8356 3032 sajeed.patni@hackney.gov.uk
Comments for the Acting Director of Legal, Democratic and Electoral Services prepared by	Juliet Babb Acting Head of Legal Tel: 020 8356 6183 juliet.babb@hackney.gov.uk

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Title of Report	Children and Families Service Full Year Update Report to Members 2022/23
Key Decision No	CE S288
For Consideration By	Cabinet and Council
Meeting Date	26 February 2024 And 28 February 2024
Cabinet Member	Councillor Anntoinette Bramble, Deputy Mayor and Cabinet Member for Education, Young People and Children’s Social Care
Classification	Open
Ward(s) Affected	All Wards
Key Decision & Reason	No
Implementation Date if Not Called In	N/A
Group Director	Jacquie Burke, Group Director for Children and Education

1. Cabinet Member's introduction

- 1.1. One of the most important things we do as a Local Authority is look after the children in our care, who we have high aspirations for. I have requested this report from the Group Director for Children and Education. My role as Lead Member for Children’s Services requires me to ensure that the Local Authority fulfils its legal responsibility for safeguarding and promoting the welfare of children and young people in Hackney. As such, I wish to ensure that services with the important mandate of protecting Hackney’s children and young people from risk of harm are understood across all areas of the Council.
- 1.2. In October 2023, the Children and Families Service took part in the council-wide month-long Anti-Racist Summit on the theme of ‘Building Better Together’. I was proud to see the array of workshops, lectures and events available and enthused and inspired to see that the first day of the conference was sold out, with an additional 2,700 individual viewers joining us online! It is now for all of us, to continue to challenge our own practice

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- 1.5. The last twelve months have also seen progress in our work to improve the systems and tools available for our workforce. Having re-embedded Mosaic as our primary case recording system, and continuing to mature our data reporting capability to support leaders to oversee and understand practice.
- 1.6. This has also been supported by the embedding of our Improving Outcomes for Children Board, bringing together our data, performance and quality assurance learning. This means we are in a strong position as we navigate our services through the post-pandemic period. Our service is also working to co-create and roll out a STAR (Systemic, Trauma Informed and Anti-Racist) framework and transform how our internal services are set up for delivery, aligning with Hackney Education over the coming year.
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7. Comments of the Interim Group Director, Finance

- 7.1. The outturn for 2022/23 for the Children and Families Service on a net budget of £64.9m was an overspend of £4.7m after use of grants and reserves of £12.4m including a drawdown on the commissioning reserve of £3.1m and £8.5m of Social Care Grant funding. There has been a requirement to draw down from the commissioning reserve since 2012/13 due to the increase in complexity and the number of children in care.
- 7.2. The financial position for 2023/24 is a net budget of £65.3m for the Children and Families Service, and the service is forecasting to overspend by £3.1m (as at September 2023) after use of reserves and drawdown of grants totalling £16.9m (including full use of the commissioning activity reserve of £2.7m and £13.0m of Social Care Grant funding). Within the current forecast, cost reduction proposals have been agreed by the service to reduce the overspend within the year, and these are tracked on a monthly basis.
- 7.3. The Children and Families Service has continued to make contributions to the efficiency agenda of the Council. Over the previous ten years the service has delivered £12.5m savings with a further £1.4m targeted to be delivered in 2023/24. The increase in commissioning costs has been driven by an increase in complexity and the number of looked after children since 2011/12. There is a continuation of a large proportion of children being placed with independent fostering agencies (IFAs) due to a lack of suitable in-house foster carers. The cost of an IFA placement is significantly greater than that of an in-house placement. The service continues to be proactive in recruiting in-house foster carers to meet demands across the service and the Council has incentivised this by providing Council Tax discounts to foster carers in the borough and a weekly allowance to those who live outside Hackney.
- 7.4. Hackney has also seen an increase in residential placements since 2015 adding considerable budget pressures with an average annual unit cost of circa £300k. There have been some improvements more recently in the number of residential placements, and the service is working proactively to reduce the level of placements. We are also seeing a rise in the number of under 18s in high-cost semi-independent placements. Where young people in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages. These pressures have been recognised by the Group Director of

Finance & Corporate Resources with a growth of £13.4m in total included in the budget across a number of financial years.

8. VAT implications on land and property transactions

8.1. There are no VAT implications in this report.

9. Comments of the Acting Director of Legal, Democratic and Electoral Services

9.1. In line with Article 5.2 of the Council’s Constitution, Cabinet will carry out all of the Council’s Local Authority functions which are not the responsibility of any other part of the Council. The Elected Mayor may choose to delegate functions to be carried out by the Cabinet collectively that set priorities that contribute to the life and development of the Borough and those that improve the economic, social and environmental well being of Hackney and its inhabitants. As outlined in section 3 of this report, Cabinet is recommended to note the report and recommend it to Full Council which has the authority to agree the strategic direction of the Council.

9.2. There are no immediate legal implications arising from this report.

Appendices

Appendix 1 - The Children and Families Service 2022/23 Full Year Report to Members.

Background documents

None

Report Author	Diane Benjamin on behalf of: Jacquie Burke Group Director of Children and Education Tel: 020 8356 8677 jacquie.burke@hackney.gov.uk
Comments for the Interim Group Director, Finance prepared by	Sajeed Patni Head of Finance (CEAH&I) Tel: 020 8356 3032 sajeed.patni@hackney.gov.uk
Comments for the Acting Director of Legal, Democratic and Electoral Services prepared by	Juliet Babb Acting Head of Legal Tel: 020 8356 6183 juliet.babb@hackney.gov.uk

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**CHILDREN
& FAMILIES**

Annual Report to Members

Page 589
2022/23



Working for every child

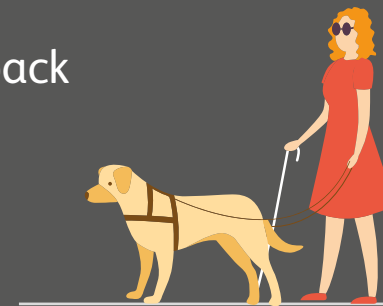
 **Hackney**

Accessibility statement

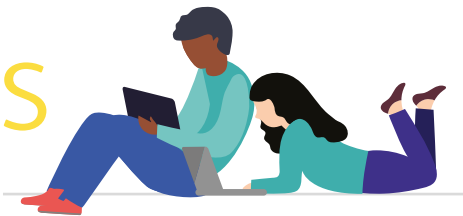
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Contents



Introduction by Councillor Anntoinette Bramble	5
Priorities for the year ahead	6
Key data about the Children and Families Service	8
The Experiences and Progress of Children Who Need Help and Protection	10
Early Help	11
Early Help and Family Hubs	11
Young Hackney	13
Youth Justice	15
Domestic Abuse Intervention Service	17
Violence Against Women and Girls (VAWG)	17
Identifying and responding to children's needs and appropriate thresholds	19
Contacts, referrals and assessments	19
Local Authority Designated Officer	22
Making good decisions and providing effective help	23
Strategy Discussions	23
Children supported on Child in Need Plans	25

Page 591



Children supported on Child Protection Plans	26
Public Law Outline (PLO) - Pre-proceedings and Care proceedings	29
Clinical Support	30
Participation and direct work with children and families	31
Hackney Youth Parliament	31
Children's Rights Service	31
Identifying and responding to all types of abuse recognising the vulnerability of specific groups of children	32
Safeguarding children during adolescence	32
Neglect	32
Disabled Children's Service (DCS)	34
Private Fostering	36
Children missing education	38
The Experiences and Progress of Children in Care	39
Making good decisions for children	40
Information about our looked after children	40

Edge of Care	44
Fostering and Permanency Service	44
Participation and direct work with children in care	46
Helping and protecting looked after children	47
Independent Chairs and Looked After Child Reviews	47
Health of looked after children	50
Learning	52
Stability and permanence	54
Care arrangement stability	54
Adoption	55
The Experiences and Progress of Care Leavers	57
Care leavers and participation	58
Local offer for care leavers	59
Education, employment and training of care leavers	60



The Impact of Leaders on Social Work Practice with Children and Families 62

Strategic Leadership	63
Driving improvement	63
Changes to the Hackney model of social work - STAR	65
Anti-Racism	66
Workforce and caseloads	69
Staff wellbeing	69
Workforce data	70
Recruitment and Retention	71
Learning culture	72
Continuing to strengthen our approach to Quality Assurance	72
Financial Update	74



Foreword

I am pleased to introduce the Children and Families Service annual report for 2022/23.

In October 2023, the Children and Families Service took part in the council-wide month-long Anti-Racist Summit on the theme of 'Building Better Together'. I was proud to see the array of workshops, lectures and events available and enthused and inspired to see that the first day of the conference was sold out, with an additional 2,700 individual viewers joining us online! It is now for all of us, to continue to challenge our own practice and behaviour and strive to build an anti-racist culture, for ourselves and for the children and families of Hackney.

It is over a year since the Child Safeguarding Practice Review for Child Q was published, with the City and Hackney Safeguarding Partnership

publishing a subsequent update report in June 2023. The importance of this Review cannot be overstated and we are seeing the repercussions of this work play out at a national level. In September 2023, the Independent Office for Police Conduct (IOPC) released the findings from their investigation into the treatment of Child Q calling for a 'substantial review of policing powers relating to strip searches of children' and confirming that four Metropolitan Police Service officers should face gross misconduct hearings. More than ever, we are certain that our continued focus on Anti-Racist Practice for our children and families is critical.

We are very proud that inspectors were impressed with our strong direct work and impactful practice when they came to jointly inspect

our Youth Justice Services in Hackney at the beginning of this year, and rightly saw how advanced our Anti-Racist Practice is, and how deeply our practitioners care about the children we support. We are excited to work with our partners as we progress on our journey to deliver outstanding services.

The last twelve months have also seen progress in our work to improve the systems and tools available for our workforce. Having re-embedded Mosaic as our primary case recording system, and continuing to mature our data reporting capability to support leaders to oversee and understand practice.

This has also been supported by the embedding of our Improving Outcomes for Children Board, bringing together our data, performance and quality

assurance learning. This means we are in a strong position as we navigate our services through the post-pandemic period. Our service is also working to co-create and roll out a STAR (Systemic, Trauma Informed and Anti-Racist) framework and transform how our internal services are set up for delivery, aligning with Hackney Education over the coming year.

I want to thank the Interim Chief Executive, Dawn Carter-McDonald for her input, and all staff for their hard work, commitment and dedication to the children and families of Hackney. I also want to acknowledge all of Cabinet, in particular Mayor Woodley, Cllr Etti, Cllr Fajana-Thomas and Cllr Williams, Corporate Parenting Board members and Councillors for their input and support over the past year.

Councillor Anntoinette Bramble

Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care



Priorities for the year ahead

Our **Children's Action Plan** was refreshed in February 2023 and builds on the work outlined in previous plans and is organised around five thematic headings:



1. Proud to be Systemic, Trauma Informed and Anti-Racist so that our practitioners can flourish to achieve the best outcomes for children and families: We will reset the Practice Model for Hackney Children's Services, so it describes a whole system approach to supporting children and families. The refreshed vision of practice will describe our values and principles. It will outline how children and families can expect to be supported from education, early help right through to leaving care or transition to adult services. Every practitioner will employ a systemic approach as a way of understanding the lived experience of our children and families. We will focus on relationships and work collaboratively. We will always recognise that individuals are embedded in their social context and remain curious about this. This practice model will enable us all to understand our roles and responsibilities as part of a wider system supporting Hackney children. It will focus on making a difference for every child.



3. Proud to work with partner agencies to keep children safe and to help children and families get the right support at the right time: We will ensure there is a culture of collaborative work with partners in Hackney to keep children safe and improve their outcomes. We will listen to and be appreciative of multiple perspectives to consider how children's needs can best be met and ensure as a partnership that we are clear on our roles, responsibilities and associated powers.



4. Proud to work with partners to improve safety for children during adolescence in all contexts: As they journey towards adulthood, young people in Hackney will experience safety in the context of their families, peer groups, schools and neighbourhoods, as well as online. We will foster person centred support and engagement, through trusted and empowering relationships that are informed by knowledge of adolescent development and contextual safeguarding. Young people will be encouraged to challenge their ideas and test their capabilities; finding out about themselves and others, whilst gaining information and skills to develop their own agency, independence and to support wellbeing.



2. Proud to listen to children and families in the shaping of our services: We will ensure that the voices of children and their loved ones shape both the support plans offered to individual children and families, as well as the strategic development of our services.



5. Proud to support our workforce to do their very best for children in Hackney:

We recognise that having a skilled, resilient, stable and engaged workforce, equipped with the tools they need to do their jobs well, is crucial to achieving the best possible outcomes for children. We acknowledge that this requires a relentless focus on the recruitment, development and retention of staff. We want to demonstrate that we are proud of our staff and want them to be proud of working for Hackney's children. We hope to promote Hackney as a great place to build a career working with children and families.



Key data about the Children and Families Service

*Please note that all data contained in this report is accurate as of the time of reporting but can still be subject to change



4,148 referrals were received in 2022/23 a 16% increase from 3,559 received in the previous year. 1,950 referrals have been received between April and September 2023.



3,998 social work assessments were completed in 2022/23 a 23% increase from the 3,244 completed in the previous year. 1,854 assessments have been completed between April - September 2023.



181 children were supported on Child Protection Plans as at 31st March 2023, a 14% decrease from 211 children at the same time in 2022. 208 children are supported on a Child Protection Plan as at 30th September 2023.



An estimated total of 16,811 young people accessed universal services offered through Young Hackney during 2022/23, based on 154,030 named and anonymous attendances.

This is in line with 16,676 accessing Young Hackney Universal services during 2021/22. Young Hackney delivered targeted support to 1,410 in 2022/23, which is

in line with the previous year with 1,471 young people in 2021/22.



392 children were looked after as at 31st March 2023, a 3% decrease from 405 children at the same time the previous year. 390 children were looked after as at 30 September 2023.



185 children entered care during 2022/23, a 13% increase from 163 children in 2021/22. 73 children entered care between April - September 2023.



50 children aged 16 and 17 entered care in 2022/23, a 24% decrease from the 66 young people from this cohort entering care in 2021/22. This represented 27% of the total number of children who entered care in 2022/23, compared to 40% in 2021/22.



14% of children in care had three or more care arrangements within the last 12 months as at 31st March 2023, equal to 14% at the same time in 2022. 12% of looked after children had three or more care arrangements as at 30 September 2023.



65% of children, under the age of 16, who had been in care for more than 2.5 years were in stable care arrangements of more than 2 years in 2022/23, a decrease from 71% in 2021/22. 69% of children, under the age of 16, were in stable care arrangements at the end of September 2023.



409 care leavers aged between 17 and 21 were being supported by the Leaving Care service at 31 March 2023, a 5% increase from 391 at the same point in 2022. 378 care leavers were supported at the end of September 2023.



There were 291 children and families allocated to the Clinical Service for direct work in 2022/23, a 32% increase from the period 2021/22.



The Experiences and Progress of Children Who Need Help and Protection

We are proud of the assessment of our Youth Justice Services, rated as 'Good' by inspectorates following a joint Youth Justice Service inspection from December - February 2023. Our early help plans are making good progress and we have introduced early help practice standards to embed our approach. We have stabilised staffing in our Assessment Service, improved the timeliness of our assessments and continued to embed our early help pathway.

This means that children are likely to access early help more quickly and will only be supported through statutory plans when necessary. Planning and court work is strong with clear management oversight in place. There is good work taking place across the service and our focus is on ensuring consistency of support to all of our children and families.

Page 598

“We are proud of the assessment of our Youth Justice Services, rated as 'Good' by inspectorates Ofsted...”





Early Help

Early Help and Family Hubs

Our ambition is that every child in Hackney who has additional needs is identified and their needs addressed at the earliest opportunity, providing support to help overcome challenges, build resilience for the future and wherever possible, prevent escalation to statutory services.

The Council's Early Help services are part of a wider offer across Hackney; including schools and settings, the health sector and the community and voluntary sector.

Between 2019-2022, Hackney Council undertook a review of its Early Help Model in consultation with parents and young people, schools, partner agencies and staff. The review assessed the effectiveness and accessibility of pathways into targeted early help and how the existing organisation of provision reflected current and projected patterns of need within Hackney. The review included Children's Centres and Children's Centres Multi-Agency Teams (MATs), the Family Support Service and Young Hackney. The review has produced a refreshed vision for Early Help in Hackney and identified a series of operational changes we have been embedding since January 2022. Our vision is that Early Help in Hackney involves connected services working together to ensure that all Hackney's children and young people, and their families, have access to the opportunities, resources and support needed to set them up for whole-life success.

Our review has highlighted that we need:

- Visible, approachable services that are local to children, young people and their families, and that they trust.
- Effectively communicated support, and clarity and consistency about how to access this support.

- Support able to meet the needs of the whole family, especially parenting capacity.
- Services that are built on trusting and consistent relationships with practitioners and services, so that engagement with children, young people and their families is the basis of all support.
- Support which is able to meet the specific needs of children, young people and their families, through specialist and expert interventions, including at key points in a child's, young person's or family's life.
- Interventions led by outcomes and impact, as well as young people and families being able to provide feedback and shape support.

Our progress to date includes:

- The introduction of a shared set of Early Help Practice Standards.
- One 'Request for support' form which will all be screened by the Early Help Hub.
- A consistent step-up/ step-down protocol between Children's Social Care and targeted Early Help.
- The Hackney Wellbeing Framework will continue to be embedded across Early Help services.
- One case-management system for all Early Help services, with the ability for improved information-sharing with partners, in-line with GDPR and consent.

Our upcoming activity includes:

- Designated Child and Family Hubs will deliver support on a locality basis aligned with Primary Care Network (PCN) Neighbourhoods.
- Building awareness of the Early Help Hub across the partnership and embedding the Early Help Practice Standards across the Council's Early Help services; through a shared quality assurance framework, inclusive of key performance indicators and development of a Qlik Sense dashboard to monitor performance alongside impact evaluation of individual cases.
- Multi-agency Early Help Strategy developed through engagement with partners (including schools, health, police and the Community and Voluntary Sector), led and agreed by an Early Help Partnership Strategic Group - ensuring a shared responsibility for the delivery of Early Help.

- Identify and embed actions for the delivery of Anti-Racist Practice in Hackney Council Early Help services.
- Inclusion of Early Help Services as a specific focus for the Improving Outcomes For Children Board chaired by the Director of Children's Social Care providing high challenge and high support in respect of the quality of practice and performance as indicated through data and quality assurance.
- Undertaking a holistic review of the Young Hackney Service to understand the impact of delivery on outcomes for young people, and to consider the future direction of the service in light of increasing financial pressures on the Council.
- Ongoing co-production of service improvements, working with families to understand how we can continue to shape Early Help services work with families.



Young Hackney is the Council’s integrated early help service for children and young people aged 6-19 years old and up to 25 years if the young person has a special education need or disability. The service works with young people to support their development and transition to adulthood by intervening early to address adolescent risk, develop prosocial behaviours and build resilience. The service incorporates universal youth, play, sports and participation activities and opportunities, targeted early help support for those young people and families who need it, and more specialist

substance misuse, health and wellbeing, young carers and crime prevention and diversion interventions. Young Hackney workers ensure the voice of the young person and ‘think family’ are at the centre of practice, and are considerate of the strengths and needs of parents and carers as individual assessments and plans are developed.

An estimated total of 16,811 young people accessed universal services offered through Young Hackney during 2022/23, based on 154,030 named and anonymous attendances. This is in line with 16,676 accessing Young Hackney Universal services during 2021/22. Young Hackney delivered targeted support to 1,410 in 2022-23, which is in line with the previous year with 1,471 young people in 2021/22.

Evidence of Impact

Page 601

Early Help Routine Audits

From April - September 2023, the Young Hackney Service undertook 13 full audits looking at practice in the service, with 62% rated as good.

Findings:

- 69% of children were visited in line or partially in line with practice standards within the last 6 months.
- Key documents were on file and of the quality required for 77% of children.
- Key decisions were on file and justified fully for 62% of children and partially for 31% children.
- For 46% of children there was evidence that key meetings/ reviews were undertaken within timescales, and that decisions from these meetings were actively followed up. This was partially the case for 46% of children.

- The quality and progress of the plan was good for 54% of children.
- Practice around the voice of the child was good or outstanding for 69% of children.
- Management oversight was good or outstanding for 54% of children.

Feedback from children and families about Young Hackney support:

- Feedback from parent: *‘Thank you for spending time with [child] over the last few weeks. [Child] has enjoyed talking to you and sharing her thoughts with you. Personally, I want to say thank you for showing up for her and coming when you said you would. It’s the little things that mean a lot to her. Also your insight into how we can better communicate and navigate through our emotions were very helpful’.*

- Feedback from child: *'Our conversations helped me a lot as I was able to understand things in a different perspective. Our little walks around the area were fun, thanks for seeing me for me'.*
- Feedback from a parent: *'I was blown away by the support we received from [Practitioner] from Young Hackney, it was beyond my expectations and I will always be grateful for the guidance my son, and I received. Not only did [Practitioner] create a great space for the family to be open, but he was quick to grasp the intricacies of the post-separation abuse my family*

suffers, without judgement. In addition to doing a cracking job in helping [Child] manage his emotions, ([Child]'s mood visibly improved for days after each meeting, which accumulated as the sessions progressed), he provided solid guidance and support for me when dealing with Hackney Children Services. Furthermore, when [Child]'s frustrations flared up recently, [Practitioner] made an appointment to see [Child] without hesitation! [Child] and I wish to thank [Practitioner] and Young Hackney for helping my family through a tricky time. He is truly a 'man of the people'.

“...Our little walks around the area were fun, thanks for seeing me for me”





Youth Justice

The Youth Justice Service works with young people in Hackney, aged 10 - 17, who are arrested or convicted of crimes and undertakes youth justice work including bail and remand supervision and supervising young people who have been given community or custodial sentences. Young people are supported by a multi-agency team including a Forensic Psychologist, the Virtual School, Speech and Language Therapists, the Police, a Nurse, Probation Services, a Substance Misuse Worker and a Dealing Officer. The Youth Justice Service would like to recognise the unwavering support of Councillor Fajana-Thomas, our Cabinet Member for Community Safety and Regulatory Services, whose significant contribution was recognised during the HMIP Joint Inspection of Hackney Youth Justice Services (further details below).

Page 63

	2020/21	2021/22	2022/23
No. of first time entrants to Youth Justice system in Hackney	79	67	54

The overall number of young people entering the youth justice system for the first time in Hackney in 2022/23 was 54, a 19% decrease from 67 young people in 2021/22. This remains below national and statistical neighbour averages.

Evidence of Impact

[Link to video of DT](#) talking about his engagement with the Prevention and Diversion Service.

[Link to video of LS](#) talking about the impact of his work with Your Choice Programme and the Youth Justice Service.

91% of the young people referred to the Youth Justice Prevention and Diversion Team via Triage in 2021/22 were successfully diverted from becoming first time entrants to the youth justice system in the 12 months that followed (the 2022/23 cohort outcomes will be reported by November 2023). However, early help for young people at risk of becoming involved in crime is still not effective enough at preventing the most serious youth crime: the small number of young people referred to the Prevention and Diversion Team from Triage who have gone on to enter the youth justice system have in some cases faced extremely serious charges against them. It is important to note that these children face challenges in relation to a range of areas of their lives namely adverse childhood experiences, multiple and prolonged services' interventions; parental mental health and/or substance misuse; trauma; school exclusion; unemployment and extra-familial risk. Such complexity of need requires a partnership response across all statutory and voluntary agencies to lead to more impactful results.

Turnaround

The Turnaround Project is a 3 year nationwide project funded by the Ministry of Justice, offered to every Youth Justice Service in the country. The project aims to prevent young people from becoming involved in crime and reducing risks of offending behaviours reoccurring by working in partnership with a range of practitioners across the Children, Families and Education Service, police, health practitioners and Voluntary & Community sector partners and divert them from further contact with the youth justice system. The project has been fully operational for 6 months and the delivery team are currently working with approximately 35 children. The most common referral pathway is children who have been released on police bail. The cohort of children working with the Turnaround Project reflects the demographic seen within Prevention & Diversion and Youth Justice with the majority of children identifying as male and Black and Global Majority. Whilst it is too early to report on any meaningful outputs we feel confident that there are early indicators that the project will meet the intended performance targets for our borough.

Stop & Search Project

In March 2022, in light of the publication of the Child Q report, it became apparent that the Stop & Search page on the Young Hackney website needed to be reviewed. In parallel, our partners in the Met police wanted to develop the use of a QR code that officers can share with young people and adults who care for them in relation to knowing their rights around Stop & Search.

The aims of this collaborative partnership project were:

- to increase transparency of decision-making by police around their use of stop & search powers; empower young people to seek support and/or make complaints if they have experienced stop & search negatively in Hackney and address the disproportionate impact of stop & search on Black and Global Majority children in Hackney as suggested by data;

- to provide ways for children to express their views and experiences and seek support through a range of organisations;
- to identify sources of support for children who found the experience traumatic.

Recent development of this project will include the production of a video that summarises young people's rights and sources of support; the publication of a guide on stop & search for neurodiverse young people, with input from Speech and Language therapy partners, and information on seized property and long bail terms.

In terms of data usage regarding the Young Hackney Stop & Search webpage, from April 2023 to November 2023 the webpage received 764 visits, 612 of which were unique users. From December 2022 - November 2023, 147 scans of the QR code have taken place.

Evidence of Impact

HMIP Joint Inspection of Hackney Youth Justice Services

Hackney Youth Justice Service has received an overall rating of 'Good' following a joint inspection led by His Majesty's Inspectorate of Probation, and colleagues from HM Inspectorate of Constabulary, Fire and Rescue, the Care Quality Commission, Ofsted Education and Ofsted Social Care. The inspection took place over December 2022 - February 2023 and the [published report can be viewed here](#)

Inspectors were impressed with Hackney Youth Justice Service's anti-racist position – overseen by the Safer Young Hackney Strategic Board, which underpins our plans for the future. Inspectors found high-quality work is delivered by youth justice workers who mirror our diverse local population.

Inspectors identified that more could be done earlier in the process for children committing less serious offences; better screening and assessment of children, before a decision is made to progress a child to a formal court process, could help divert additional cases into a more appropriate response.

Inspectors asked children and their parents/carers for their thoughts on the service. The response was overwhelmingly positive and reflected inspector findings that the team are genuinely motivated by their work and passionate about the prospects of every child.

The report makes six recommendations to Hackney YJS and an action plan was submitted to HMIP on 26th May 2023 outlining how these recommendations will be addressed.



Domestic Abuse Intervention Service

The Domestic Abuse Intervention Service (DAIS) works with anyone experiencing domestic abuse or harming others through domestic abuse who is living in Hackney and aged 16 or over. The service works with clients and partner agencies to assess and reduce risk and offers an assertive, interventionist, social-work-informed approach to protecting victims from harm. DAIS also intervenes with those harming others through domestic abuse to reduce the risk they pose. DAIS leads within the Council and across the partnership on Eliminating Violence Against Women and Girls: strategy, policy, campaigns and practice development.

None of the over 8,000 clients that have been referred to DAIS (operating since 2016) have ever been killed or have killed anyone.

The average weekly number of referrals into DAIS across 2022/23 was 29, 16% higher than the weekly pre-Covid rate of 25 cases per week and from the 2021/22 rate of 23 per week. During 2022/23 and in 2023/24 DAIS has increased its offer of training to the Hackney partnership and it is believed this, along with campaign work, increase in awareness has led to greater confidence in the public and professionals accessing help for domestic abuse. The rate of 'high risk' domestic abuse heard at MARAC in 2022/23 fell which indicates that more domestic abuse is being identified and reported sooner, allowing for an early-intervention approach to be taken.

The Domestic Abuse Prevention Programme, working with those who harm others through their behaviour, is a 26 session programme that continues to operate virtually on a rolling basis. In 2022/23 there were 97 suitability assessments for the programme and 23 participants. Alongside the formal programme (offered as a group and also individually) DAIS provides consultation and intervention on those who are harming others who are not suitable for a structured programme of intervention.

The fortnightly virtual MARAC (Multi Agency Risk Assessment Conference) is a multi-agency meeting to discuss and take action on cases of domestic abuse where there is a 'high risk' of death or serious injury. Between 2019/20 and 2021/22 'high risk' cases heard at MARAC rose from 492 in 2019/20 to 694 in 2021/22 which was a rise of 41%. In 2022/23 there has been no rise in overall numbers; 691 'high risk' domestic abuse cases were heard at Hackney's MARAC. 327 (47%) of MARAC cases had children under 18 within the home. This proportion (around half of all cases having children in the home) has remained constant over the years.

Violence Against Women and Girls (VAWG)

In 2022/23 the Council expanded CCTV coverage and improved street lighting at six locations across Hackney, following feedback from local people during a ground-breaking consultation on women's safety two years ago. The Hackney Nights programme delivers training and promotes preventative messaging about gender-based abuse across the Night Time Economy as well as offering a rapid response to anyone affected by harassment, drink spiking or other forms of misogyny. Preventative work is also undertaken by DAIS in the form of public awareness campaigns and through training for stakeholders across Hackney on how to recognise and respond to domestic abuse and other forms of VAWG such as Female Genital Mutilation and public-space harassment. Young Hackney delivers a programme of preventative work for young people in schools and in Youth Hubs across the borough.

“...more domestic abuse is being identified and reported sooner, allowing for an early-intervention approach to be taken...”

Evidence of Impact

Domestic Abuse Intervention Service Routine Audits: April - September 2023

In 2022/23, management conducted 44 audits of DAIS work. 70% of audits found practice to be good or outstanding.

From April - September 2023, the Domestic Abuse Service undertook 12 full audits of practice, with 75% rated as good.

Findings:

- 83% of referrals were allocated within 48 hours.
- The client's voice had been captured in 75% of audits.
- All of the client's histories and vulnerabilities were taken into account.
- 92% of child/adult safeguarding concerns were properly identified and responded to.
- There was evidence of robust case management and supervision, ensuring effective recording practice and appropriate support from intake to closure for all clients.

- There was a copy or record of the SafeLives Risk Identification Checklist on 67% of files.
- There was evidence of a sensitive response to cultural and diversity needs of 42% of the clients.

In 2022/23, 42 DAIS clients gave feedback via a simple online survey. Key data:

- 98% are happy with the service
- 90% feel safer
- 86% feel their cultural / identity needs were taken into account
- 95% would recommend DAIS to a friend / family member experiencing domestic abuse



Identifying and responding to children's needs and appropriate thresholds

Contacts, referrals and assessments

Contacts

	Outturn 2020/21	Outturn 2021/22	Outturn 2022/23	Apr - Sept 2023
Number of contacts	11,473	12,313	14,248	7,193
% of contacts progressing to a referral	26 %	29 %	29 %	27 %

There has been a 16 % increase in contacts over the past year, however this has not yet reached pre-pandemic levels when contacts were at approximately 16,000 (2019/20). Hackney did not see the immediate rise in contact levels that many local authorities experienced following the pandemic, but we have had a steady increase in contacts over the last year. The majority of London authorities have experienced increased demand and the [ADCS Safeguarding Pressures Phase 8 Report](#) details an overall increase in safeguarding activity nationally in the last 2 years.

Purposeful work has been undertaken through the revision of the Hackney Child Wellbeing Framework, the shift to a Multi-Agency Safeguarding Hub, an Early Help Hub, changes to the way contacts are recorded and the introduction of a consultation line. The positive impact of the consultation line means that requests for support not meeting statutory intervention are not processed as contacts. However, there is still some 'oversharing' from some agencies, mainly the Police, which is being addressed.

Referrals

	Outturn 2020/21	Outturn 2021/22	Outturn 2022/23	Apr - Sept 2023
Number of Referrals	2,930	3,559	4,148	1,950
Rate of Referrals per 10,000 population	459	639	744	350
Statistical neighbours	497	579	606	n/a
England	494	538	545	n/a

	Outturn 2020/21	Outturn 2021/22	Outturn 2022/23	Apr - Sept 2023
Percentage of cases which were re-referrals which had been open in the past 12 months	18 %	17 %	20 %	20 %
Statistical neighbours	18 %	18 %	18 %	n/a
England	19 %	22 %	20 %	n/a

There has been a 16 % increase in the number of referrals received over the last year, compared to a 21 % increase over the previous year which reflected the post-lockdown period. Re-referrals within 12 months at the end of March 2023 were at 20 %, which is higher than statistical neighbours and on a par with England for the same year. 29 % of contacts proceeded to referrals last year, in line with 29 % for the previous year.

Page 10 of 10

Assessments

	Outturn 2020/21	Outturn 2021/22	Outturn 2022/23	Apr - Sept 2023
Number of social work assessments completed	3,858	3,244	3,998	1,854
Rate of assessments per 10,000 population	604	538	718	333
Statistical neighbours	477	533	589	n/a
England	518	533	557	n/a

	Outturn 2020/21	Outturn 2021/22	Outturn 2022/23	Apr - Sept 2023
% of social work assessments completed within 45 working days	78 %	82 %	69 %	82 %
Statistical neighbours	94 %	90 %	90 %	n/a
England	89 %	84 %	82 %	n/a

The number of completed assessments has increased by 23 % over the last year, compared to a 16 % decrease over the previous year, this is less than the pre-pandemic period in 2019/20 when 4,923 assessments were completed, representing a rate of 771 per 10,000. The percentage of assessments completed within 45 working days was 69 % last year compared with 82 % the previous year; this was due to a combination of staffing and management capacity. Staffing and leadership in the Assessment Service has now stabilised following new recruitment and retention measures. Management oversight and accountability has improved and assessment timeliness has steadily improved: it is currently at 82 % for April to September 2023 .

In 2022/23, 67 % of assessments completed resulted in no further statutory social work action, a slight decrease compared to 70 % in 2021/22. While small, this decrease is a positive development in the context of the introduction of Early Help Assessments within the Family Support Service in April 2022 and how they continue to be embedded within the service. 67 % of assessments completed resulted in no further statutory social work action as at the end of September 2023. This is an area of focus for the service and for particular application of the STAR lens.

“...this is a positive development in the context of the introduction of Early Help Assessments within the Family Support Service in April 2022 and how they continue to be embedded within the service.”

Evidence of Impact

Assessment leading to no further social work or early help action - April 2023

As a result of continuing high numbers of assessments leading to no further social work or early help action, a dip sample of 50 cases was undertaken.

Findings:

- 94% of referrals met the threshold for statutory or early help assessment (Hackney Child Wellbeing Framework)
- In 98% of audits, the outcome of the assessment was in line with thresholds
- In 98% of audits, the auditor did not think that an alternative course of action could have been taken - confirming that pathways are working correctly

- In 42% of audits, there was no clear recording of consent for assessment - this is being analysed further but indicates that our interaction with some families has been incorrectly reported as an assessment with no further action, when they have withdrawn consent for the assessment or moved out of Hackney

Recommendations:

- A Mosaic workstep was introduced that allows for clearer reporting on when families do not give/withdraw consent for assessment or move out of Hackney. Since July 2023, the workstep introduced on Mosaic now means that we are able to accurately report on those families who did not give consent for the assessment to take place or who moved out of the area.

Local Area Designated Officer

Organisations where employees and volunteers work with children (including foster carers and prospective adopters) are required to have clear and accessible policies and procedures to manage occasions when allegations are made against staff or volunteers. Organisations are required to appoint a Designated Safeguarding Lead to whom the allegations are reported. The Designated Safeguarding Lead then reports any allegations to the Local Authority Designated Officer (LADO) who has the responsibility to manage and have oversight of all allegations against people who work with children.

The LADO service received 355 contacts during 2022/23 which is an increase of 44 (12 %) on the previous year (311 contacts). It is therefore evident that, other than during the COVID-19 pandemic lockdown, there remains a continued trajectory of year-on-year increases in the number of LADO contacts received.

The occupations with the highest number of contacts were school support staff (26 %), teachers (26 %) and nursery workers (12 %). An increase was noted for both school support staff (by 3 %) and nursery workers (by 5 %) with teachers showing a decrease (by 3 %) compared to 2021/22. The three occupation groups with the highest number of contacts remain unchanged. Again, the postulation is that these three groups will remain consistent as it is likely attributable to the higher ratio of children to staff in schools and day care provisions, compared with health or leisure facilities for example.

Evidence of Impact

Compliment received about the LADO service:

- *'[Professional] at a hospital stated that [Staff member] had been assisting in a hospital matter concerning a staff member and attended as "expert witness", at a hearing earlier this week. They wanted to commend [staff] stating that her knowledge base is clearly very comprehensive, but that she is also incredibly personable and measured in her responses. Her delivery and input into the hearing was succinct, professional, clear and without falter - I have been grateful throughout the process for her counsel, support and expertise.'*

“...Her delivery and input into the hearing was succinct, professional, clear and without falter...”



Making good decisions and providing effective help

Strategy Discussions

The City and Hackney Safeguarding Children Partnership (CHSCP) continues to promote the CHSCP strategy discussion protocol through regular 'Things You Should Know' briefings and animated video guidance for multi-agency professionals. The CHSCP Quality Assurance Sub-Group maintains oversight of the quality of strategy discussions and tracks the progress of multi-agency improvement actions.

1,326 Section 47 investigations began last year, a 61 % increase on 825 the previous year (which was particularly low due to data recording issues as a result of the cyberattack). This represents a rate of 238 Section 47 investigations per 10,000, which is more than statistical neighbours (203 in 2021/22) and the England average (180 in 2021/22). In 2019, our Section 47 data was a count of 942, but this represented 1,572 individual children. In 2019 a decision was made to report on Section 47 episodes but we have now reversed this decision in line with Department of Education requirements to report on individual children. The current Section 47 data therefore represents an overall decrease of 15.6 % in individual children being subject to Section 47 investigations since 2019.

We have also identified through audits that we have a high number of Section 47 investigations where there have been concerns around physical chastisement or domestic abuse and where those concerns are quickly

dissipated with parents expressing remorse and willingness to engage in support and/or a swift safety plan has been put in place. There is an over-representation of Black and Global Majority parents in this cohort and we are reviewing our practice in the light of our STAR principles and application of the principles of the Children Act 1989. We are addressing this operationally by working with Police colleagues to review threshold application in order to reduce the number of unnecessary Section 47 enquiries where a Section 17 assessment would be an appropriate and supportive intervention for the child and family. At a strategic level we are addressing this through the CHSCP to ensure the evidence is clear, the partnership supports and understands the direction and the service is held to account.

23 % of Section 47 investigations progressed to an Initial Child Protection Conference in 2022/23, a decrease from 32 % in 2021/22. This is lower than statistical neighbours (31 % in 2021/22) and the England average (34 % in 2021/22). Following an audit on this in the summer of 2022, we introduced practice guidance on Strategy Discussions, Section 47 Investigations and Convening an Initial Child Protection Conferences in March 2023. 31 % of completed Section 47 investigations progressed to an Initial Child Protection Conference between April and September 2023.

Evidence of Impact

Disproportionality in Section 47 investigations dip sample - September 2023

37 dip samples were undertaken across CFS looking at Section 47 investigations where there were incidents of physical chastisement to consider whether there was disproportionality in decision-making. 29 of these were looking at practice in A&A units, with 4 in Child in Need units and 4 in other units.

Findings:

- In 87% of cases, it was appropriate to escalate to a Section 47.
- In 62% of cases, this was a joint investigation with another partnership agency such as the Police.
- Ethnicity was discussed during the Section 47 process in 14% of dip samples.
- There was evidence of a disproportionate response in correlation with children's ethnicity.

- The threshold seems to be lower for police intervention when it comes to black families.

Recommendations to improve practice included:

- Ensuring that the evidence for threshold is met - where the child has experienced or is at risk of experiencing significant harm
- Police should only become involved in visiting families where the threshold for significant harm has been reached or is very likely to be reached;
- Culture, ethnicity and identity need to be considered more consistently in the strategy discussion and Section 47 process.
- Where children or parents disclose experiences of racism from social workers or partner agencies, the anti-racist practice guidance outlines our duty to support the family to challenge this.

Children supported on Child in Need Plans

	July 2021	Sep 2021	July 2022	Mar 2023	Aug 2023
Snapshot of children supported on Child in Need Plans	699	619	495	421	465

The number of children supported on Child in Need Plans in September 2023 has decreased in comparison to July 2022, and remains below numbers in 2021. This decrease is linked to increased oversight by managers to ensure that children are on the correct plan according to thresholds. We have adjusted our expected practice standard for Children in Need Visits to a minimum of 20 working days to ensure social work activity is purposeful and meaningful for children and to ensure plans progress. Senior management oversight of Child in Need plans at agreed points is occurring and is evidenced on the file and reducing drift.

Evidence of Impact

Sexual Harm Live Learning Audit - June 2023

27 audits were completed and the percentage of audits scoring good or outstanding overall was 67%.

- Strong practice was found around consideration of children's identity, with 21 audits scoring good or outstanding for this aspect of practice (78%).
- Management oversight required improvement, with 14 (52%) of audits graded good for this area of practice.
- There was a correlation between accessing and following advice in child sexual abuse consultations and good practice in response to concerns.

Following this audit, the following actions have taken place or are in progress:

- Practitioners have been reminded about practice guidance on working with families affected by CSA, supported by a '7-minute

guide' on how to respond to a disclosure or concern about sexual abuse.

- Hackney CFS has embedded the CSA consultation process into practice, where discussions about threshold and decision making for children at risk of CSA take place.
- Multi agency practice guidance to support work with the non-abusing parent/partner will be reviewed and re-circulated across the partnership.
- Children who are at risk of CSA need to have clear case notes on file specifically detailing the safety plan including contact arrangements with the alleged perpetrator/person posing the risk of CSA, with 'safety plan' named in the case note title. This expectation will be circulated in a service-wide email bulletin.

Children Supported on Child Protection Plans

The number of children supported on Child Protection Plans decreased by 15% (from 211 to 181) over the course of last year. The rate per 10,000 of children supported on Child Protection Plans has also decreased, from 38 to 33 as at March 2023 which is significantly below statistical neighbours (42) and national average (42) for the previous year. As at 30th September 2023, there were 208 children in Hackney supported on Child Protection Plans. This is a rate of 37 per 10,000, compared to 44 per 10,000 for statistical neighbours in 2022/23.

Our rate per 10,000 last year was also lower than our rate the previous year. This decrease in the rate is despite a 13% increase in Initial Child Protection Conferences, with 301 held in 2022/23 compared to 267 in 2021/22. There was a 5% increase in children ceasing a Child Protection Plan over the last year, from 267 up to 281.

Through the course of the pandemic we saw an increase in some of our longer Child Protection Plans where children were subjects of Care Proceedings and living at home. As these proceedings have come to a conclusion we have seen a decrease in the number of Child Protection Plans. London neighbouring boroughs are reporting a similar reduction in Child Protection numbers, as families are also moving out of London due to cost of housing and cost of living crisis, evidenced through the closure/merging of schools across London due to falling pupil numbers.

85% of Child Protection Plans were reviewed at a Review Child Protection Conference in the required timescales last year, compared to 91% the previous year. This is in part due to staffing challenges and train strikes impacting Conference timescales. In addition, we always aim to be trauma-informed and collaborative in our approach with parents, which may mean some Conferences being held outside of the statutory timescale if this is in the child's best interests. 5 Conferences took place outside of the statutory timescale where this was to support full parental engagement; any conference held outside of timescale is agreed by the Head of Service.

The numbers of children starting and ceasing Child Protection Plans have both increased over the course of last year, with a 7% increase (from 242 to 258) in the number of children becoming the subject of Child Protection Plans and a 5% increase (from 267 to 281) in the number of children ceasing to be subject to Child Protection Plans. Of the 181 Child Protection Plans open the end of March 2023: 70 (39%) had been open for under 3 months; 45 (25%) had been open for 3-6 months; 52 (29%) had been open for 6-12 months; 14 (8%) had been open for 1-2 years; and none had been open for more than 2 years.

Number of children supported on Child Protection Plans

March 2021	March 2022	March 2023	Sept 2023
237	211	181	208

Children supported on Child Protection Plans per 10,000 population aged under 18

	March 2021	March 2022	March 2023	Sept 2023
Hackney	37	38	33	37
Statistical Neighbour	39	42	44	n/a
England	41	42	43	n/a

Duration of closed Child Protection Plan (percentage)

	March 2021	March 2022	March 2023	April to Sept 2023
Under 3 months	34 %	19 %	17 %	25 %
3 - 6 months	31 %	12 %	9 %	13 %
6 - 12 months	32 %	38 %	42 %	47 %
1 - 2 years	20 %	30 %	29 %	14 %
2+ years	3 %	1 %	4 %	1 %

Between April 2022 and March 2023, 44 children were supported on a Child Protection Plan for a second or subsequent time (17 %). This is higher than 10 % in 2021/22, but lower than statistical neighbours (19 %) and the England average (23 %) in 2021/22. There was a 7 % increase in children becoming subject to a Child Protection Plan over the last year from 242 children up to 258 children.

Evidence of Impact

Page 615

Live Learning Audit on Domestic Abuse - December 2022

31 audits completed looking at the support provided to families where domestic abuse was present. The percentage of audits scoring good overall was 55%.

- Strong practice was seen where the Safe and Together approach and multi-agency work was used.
- Auditors noted appropriate escalation to the Public Law Outline (PLO) process and Court where there was lack of progression working in partnership with families on Child in Need or Child Protection Plans to protect child(ren).
- There was a lack of safety planning seen on files.
- There was a theme noted of children who have experienced trauma receiving autism diagnoses.

- There were difficulties in finding housing for non-abusive parents, reflecting the housing crisis in London and nationally.
- Inconsistencies in the recording of ethnicities on the system was highlighted.
- Where abusers were not engaging, emphasis to keep the children safe was put on the non-abusive parent.

A number of recommendations were made following this audit, supported by an action plan which is tracked by the Improving Outcomes for Children Board and the monthly Service Manager Audit Meeting:

- All children who are experiencing domestic abuse need to have safety planning on their file. Work to develop our reporting capability around this is underway, and practice guidance has been refreshed and shared with staff in the spring of 2023.

- Practitioners should be curious about autism diagnoses in children who have experienced trauma and ensure that children are also supported appropriately to access trauma support. Trauma-informed training will be developed as we progress our STAR (Systemic, Trauma Informed and Anti-Racist) practice model.
- The approach to working with domestic abuse in Hackney CFS must be in line with Safe and Together and DAIS practice. The

DAIS team will be visiting each service area to reinforce the Safe and Together model and understanding of the work DAIS undertakes with families.

- Managers need to ensure there is support for staff working with those experiencing abuse, promoting emotional support and highlighting the availability of training around this. This will also be developed as we progress our STAR practice model.

Child Protection Plans - visits

As at 14 September 2023, 75% of children supported through Child Protection Plans had visits undertaken and recorded within 10 working days. Recording of visits is being monitored to ensure all children are seen in a timely way in accordance with their plans. There is urgent escalation to the Head of Service if this is not happening, with identification of alternative practitioners where there are gaps in staffing and a monthly performance monitoring meeting if there are regular or persistent issues with recording. There are also a small number of families (20 families) supported through Child Protection and Child in Need plans where there are difficulties

in gaining entry to the family home within statutory timeframes. Actions to address these delays are monitored at a Head of Service level at monthly Frustrated Access meetings.





Public Law Outline (PLO) - Pre-proceedings and Care proceedings

On 31 March 2023, there were 29 children in pre-proceedings compared to 12 children in pre-proceedings in September 2022. As at the end of October 2023, there were 32 children in pre-proceedings.

	2019-21	2020-22	2022-23
Hackney number of care applications	78	51	87
Hackney care applications per 10,000 child population	11.8	7.6	15.6
England care applications per 10,000 child population	10.5	9.6	N/a

On 31 March 2023, there were a total of 139 children in care proceedings. We issued care proceedings for 129 children (a total of 87 care applications) from 1 April 2022 to 31 March 2023. The overall increase in number is as a result of covid delays and the increasing length of Care Proceedings, meaning children are subject to care proceedings for longer. We have had an increase in the number of Supervision Orders, Special Guardianship Orders and Child Arrangement Orders. As at the end of October 2023, there were 139 children (94 Care Applications) subject to care proceedings.

The time taken to complete care and supervision proceedings was an average of 58 weeks in Hackney in 2022/23, compared to the London average of 52 weeks in the same period, and the national average of 47 weeks for 2021/22. This is an increase for Hackney from 47 weeks in 2021/22, reflecting the national picture since April 2020 due to the pressures on the court system as a result of the Covid-19 lockdown. The national average target for the length of court proceedings is 26 weeks. As at the end of October 2023, the average for Hackney has reduced to 55 weeks.

In December 2022, Her Honour Judge Roberts and Family Justice Board agreed to implement the President’s campaign to get back to implementing the pre-proceedings process and to complete public law cases within 26 weeks, the plan is called “Making Cases Smaller.” Key aspects of that plan are: no more than three Hearings for any care proceedings case (currently on average there are 6) and an expectation that experts are commissioned only where absolutely necessary.



Clinical Support

The Clinical Service aims to integrate a mental health and wellbeing offer across the Children and Families Service as we know that children and young people who access children's social care are at greater risk of mental health difficulties by virtue of their experiences prior to coming into care. By moving to a 'stepped care' clinical model the service is able to work with a broad range of children and families from early intervention, as well as for our most vulnerable children and young people in care or on the edge of family breakdown, in a responsive, targeted offer. The Clinical Service offers both a direct and indirect offer:

- Indirect Clinical Offer: This is available for all families and individuals open to the Children and Families Service. The main part of this offer is consultation offering advice and guidance to support the lead practitioners own practice, through consideration of the type of support that may best meet a child's needs, what sort of assessment might be required and whether the inhouse Clinical Service or another specialist service is most suitable to offer support.

- Direct Clinical Offer: This is only available to children and families in the Children and Families Service with an allocated social worker, or open to the Youth Offending Team. This includes those children supported on a Child in Need plan, a Child Protection Plan or Children in Care. This includes Talking Together appointments and a range of short and medium clinical interventions.

As at 31 March 2023, the Clinical Service had received 263 referrals (within the quarter), this included 135 consultations, 40 Talk Together Appointments, 3 requests for Court work, 59 requests for direct allocation, 11 referrals for residential review, 10 referrals into the Edge of Care Team and 5 referrals into SURGE. Overall in the period 2022/23 there were 291 children allocated for direct work, a 32% increase from the period 2021/22 (220 children). The interventions being delivered for these children included (but are not limited to) assessments within PLO/ Care Proceedings and specialist assessments, cognitive behavioural therapy (CBT), child psychotherapy, family therapy, art therapy, individual therapy with the child and/or a parent (or a combination of both), couples therapy, eye movement desensitisation and reprocessing (EMDR) therapy, and other systemic interventions.

... By moving to a 'stepped care' clinical model the service is able to work with a broad range of children and families from early intervention, as well as for our most vulnerable children and young people in care or on the edge of family breakdown, in a responsive, targeted offer. ...





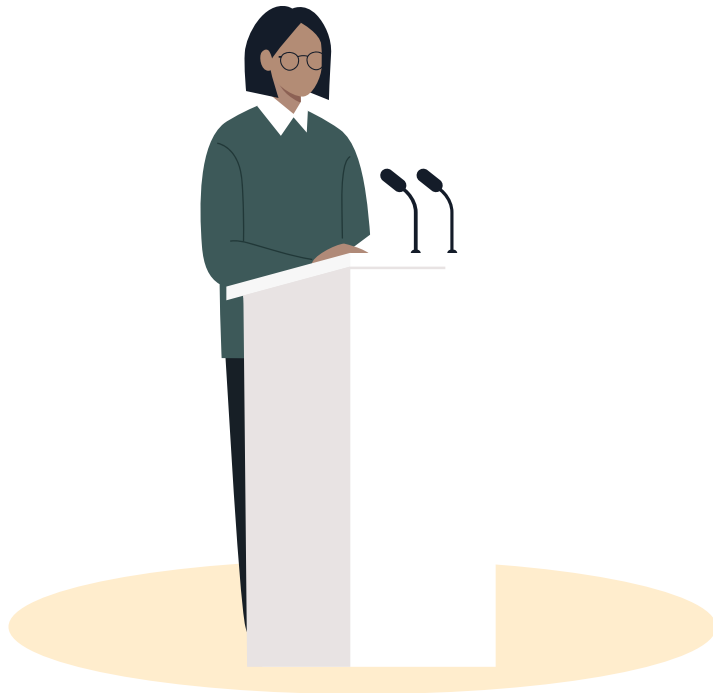
Participation and direct work with children and families

Hackney Youth Parliament

Hackney Youth Parliament represents the views of young people in the borough. They aim to advocate on behalf of all their peers and contribute to positive change for all young people. They run campaigns about important issues, and hold regular events and consultations.

There are twenty-four elected members of the Youth Parliament including six elected leaders and three deputies for 2023 – 2025.

Page 619



Children's Rights Service

Hackney's Children's Rights Service provides a range of support to children and young people who are, or have been, supported by Hackney Children's Social Care, with priority given to children who are looked after, leaving care or supported on Child Protection Plans. The team provides an independent service that helps young peoples' voices be heard through advocacy; represents children's wishes and feelings; and provides information to children and young people about their rights and entitlements.

The team also offers an Independent Return Home Interview service to young people who have been reported missing by their parents or carers. This provides a safe space to allow young people to talk in confidence about their experiences and to create safety plans.

In 2022/23, 513 children were offered support by the service. 386 of these young people were referred during the calendar year, the remaining 127 children were open to the service prior to 01/04/2022. 56 % of children offered support from a Children's Rights Officer accepted the service. Of the 45 % of children (169) who declined the service, the vast majority of these were children 53 % (90) were automatically offered advocacy following an Initial Child Protection Conference.

During 2022/23, 1,302 missing episodes were recorded, in relation to 265 children. Due to the ongoing impact of the cyber attack, full data in relation to Return Home Interviews is not available. However, of the data available (865 missing episodes), Return Home Interviews were offered in relation to 81 % of episodes, and accepted in 32 % of cases. There is a practice expectation that Return Home Interviews should take place within 72 hours of a child returning, this was met for 66 % of Return Home Interviews.



Identifying and responding to all types of abuse, recognising the vulnerability of specific groups of children

Safeguarding children during adolescence

In March 2023, in response to a locally commissioned report on serious youth violence, 'Living in Fear', we introduced the process of convening Initial Child Protection Conferences where the risk of significant harm is identified as being solely outside of the family home. Previously these children would be supported primarily through a Child in Need Plan and Initial Child Protection Conferences were held where the risk was identified inside of the family home, or both inside and outside of the family home. These Child Protection Plans are monitored by the Head of Service and we will be reviewing and monitoring the impact of these plans on children's outcomes.

Neglect

Following the feedback from Ofsted during our ILACS inspection in 2019 that a small number of children on Child Protection Plans were experiencing neglectful circumstances for too long, we have undertaken much work to strengthen our management oversight and decision-making for these children.

In 2021 the City and Hackney Safeguarding Partnership (CHSCP) initiated discussions with the NSPCC to introduce the Graded Care Profile II (GCP2) across the Hackney partnership. A multi-agency steering group was

established in September 2021 to progress the implementation of the GCP2 and support the existing arrangements in place to respond to neglect. After significant effort in developing an implementation plan and identifying over 20 practitioners as trainers in line with the licence expectations of the NSPCC, the actual tool itself was released to local partners for consideration. This was some months after the CHSCP's initial agreement to implement the tool. On analysis, a number of safeguarding professionals raised significant concerns regarding the GCP2 materials and assessment scorecard, these concerns included that the toolkit used a Eurocentric approach that was not relatable to the majority of families supported in Hackney; the scoring was seen as inconsistent in line with local safeguarding frameworks and appeared to lean heavily towards statutory intervention/ Child Protection Plans. Overall, professionals reviewing the tool were concerned about the impact and potential unintended consequences of implementation, especially considering the licence does not allow for any alteration of the material to adapt it to current practice or location. Given the assessment by partners, it was agreed that the CHSCP would disengage with the GCP2. Given the licences were purchased, the City of London Corporation decided to test the GCP2 within its context (noting that this is significantly different to Hackney's). This is ongoing and the City of London will report back to the CHSCP in due course.

Evidence of Impact

Learning Conversation on Neglect - August 2023

31 learning conversations were completed for children experiencing neglect and the percentage of audits scoring good overall was 41%.

Findings:

- Good practice included strong understanding of children's lived experiences, good management oversight under legal frameworks including PLO and care proceedings, and good multi-agency work to support children's plans.
- Areas of improvement include management oversight when children are not supported by legal frameworks, including timely decision making around the threshold for escalation of support. Some children needed a higher level of support earlier than they received it.
- No single tool/intervention will 'solve' the myriad complex issues facing families. Rather, this takes a multi-pronged approach with a combination of activities to enhance our practice around neglect.

Recommendations include:

- Initiate the use of multi agency chronologies, to inform threshold decisions for families who have multiple contacts with CFS/partner agencies over neglect concerns.
- Neglect practice guidance to be refreshed.
- Legal training for social workers to be delivered around gathering and presenting evidence in respect of neglect in legal proceedings, to ensure that children's circumstances are fully understood in decision making around their plan.
- Research in Practice training 'neglect and working with children in poverty' will be provided to a cohort of at least 25 social workers, with the view to extending this to further practitioners if this is impactful.
- Joint visits will take place for children experiencing neglect, at 3 month intervals, with an experienced social worker.



Disabled Children's Service (DCS)

All new referrals for an assessment from the service are made through the Multi Agency Safeguarding Hub (MASH) and all children of school age should have an Education, Health and Care Plan in place.

As at the 31 of March 2023, the service was working with 416 children and young people. Of these 143 were female and 273 were male. This is a 5% increase compared to 2021/22, when the service was working with 395 children and young people.

As of the 31 of October 2023, the service was working with 406 children and young people. Of these 123 were female and 283 were male. This is on par compared to 2022/23, when the service was working with 410 children and young people.

There was a reduction in the DCS support due to 32 young people who turned 18 and moved to the adult service and 15 children and young people have moved out of Hackney or decided that they no longer wish to receive support from the DCS. However, between the period 1 April and 31 October 2023, support has been allocated to 54 new children and young people.

Age breakdown of children open to Disabled Children's Service

Age	Number of Children
5 or under	27
6 - 8	86
9 - 11	88
12 - 14	116
15+	89
Total	406



Short breaks are defined as any service or activity outside of school hours which gives the family of a disabled child or young person a break from their caring responsibilities, and gives the disabled child or young person an enjoyable experience. As at the end of September 2023, there were 1,917 children accessing short breaks provision, 350 of whom also accessed a care package. This is a reduction of 5% of children accessing short breaks since March 2023. This reduction is due to the fact that 149 young people have turned 18 since 1 April 2023 and are no longer eligible to access the Short Breaks service. However, there are approximately 125 applications to be processed, pending provision of proof that the child has a diagnosed disability (a DLA letter).

	March 2021	March 2022	March 2023	Sept 2023
Number of young people accessing short breaks	1,388	1,542	2,042	1917

Since April 2021, children receiving care packages who are also on Child in Need Plans in relation to safeguarding concerns have transferred to the Disabled Children's Service. This provides greater consistency and ensures that processes are clearer for families. As at the end of March 2023, there were 14 children on Child in Need Plans, 4 children on Child Protection Plans and 4 looked after children receiving support from the Disabled Children's Service.

The care packages for all children have been reviewed in the last year or are currently in the process of being reviewed - this is a significant improvement from 2019 when CFS took over the service.

Currently the Disabled Children's Service support is delivered by 32 commissioned providers and 2 spot-purchased providers with plans to develop the overnight provision available to the DCS service by commissioning specific overnight services.

Evidence of Impact

Disabled Children's Service audits over 2022-23

Over 2022-23, there were 11 audits of the Disabled Children's Service looking at children's assessments and plans, with 64% rated as good or outstanding.

Audit findings included:

- Children's voices were promoted.
- Plans were progressing and of good quality.
- Children's fathers and extended families could be involved further as part of the assessment.
- There was more work to do to explore children's identities.

Management oversight has been strengthened in the service, with a Practice Development Manager joining the service at the end of April 2023.

Corporate Parenting audit on working with care experienced children with Autism Spectrum Disorder (ASD) - June 2023

For our looked after children in Hackney: more than a third have an Education and Health Care Plan; 7% have a formally recognised disability; 44% of those with a disability have an ASD diagnosis. In June 2023, the Corporate Parenting Service undertook an audit on 5 looked after children and 3 care leavers with ASD. 75% of audits were graded as good or outstanding:

- The work with all 5 looked after children and 1 care leaver was graded as good, 1 other care leaver as requires improvement,

and the other care leaver as inadequate. The audit rated inadequate was followed up by managers using our Inadequate audit follow-up process .

- Regular visits are taking place to looked after children, sometimes more frequently than practice standards. Observations and non verbal methods of communication were evidenced to support communication with and understanding of four children.
- Generally, records offer a good sense of who the children and young people are and their views on the world.
- Four looked after children were observed to present as settled and happy, in what is planned to be their long-term homes, with carers who know them well and are able to respond to their needs. One care leaver was also accessing a specialist educational provision, which he had attended for many years.
- Whilst delays in accessing services e.g. education or therapeutic support, were noted for some children, due to waiting lists or an apparent lack of proactivity about others in the professional network, auditors also commented positively on practitioners persistence in advocating for these.
- Care experienced children and young people with ASD, as well as their carers, may benefit from more opportunities to explore their understanding of their diagnosis and what it might mean for them, now and in the future.

- Practitioners may benefit from greater exploration about what ASD looks like, specific to the child and young person they are working with.

To further strengthen practice, the following actions are underway:

- Corporate Parenting will work closely with the newly appointed Designated Social Care Officer role to ensure specific needs of those with care experience are considered.

- To ensure greater knowledge and expertise of ASD within CFS, the Corporate Parenting Head of Service will work with their counterpart in the Disabled Children's Service, the Workforce Development Team and other senior leaders to scope training and identify support required for the CFS workforce.



Private Fostering

A child under the age of 16 (under 18, if disabled) who is cared for, or proposed to be cared for, and provided with accommodation by someone other than a parent, person with parental responsibility or close relative for 28 days or more is described as being privately fostered. Local authorities do not approve private foster carers, but are required to assess a private fostering arrangement to ensure that the welfare of privately fostered children is being safeguarded and promoted. At the end of October 2023, 9 private fostering arrangements were open to Hackney.



Evidence of Impact

Private Fostering Audits

In September 2023, 6 of the privately fostered children's files open to Hackney CFS were audited.

Findings:

- All audits were rated as good, with 1 rated as outstanding.
- All but one audit had up to date DBS checks for all adults - management oversight was clear for this child and this is being prioritised.
- All arrangements had been reviewed annually and presented to the Care Planning Panel.
- In all cases, parents had not been involved in the most recent assessment of the arrangement.
- 2 Special Guardianship Orders were recently granted for privately fostered children, resulting in a stable home for these children with excellent feedback from the courts.

Recommendations:

- Any identified immediate actions have been shared with case holders and progress against these are being monitored.
- A Private Fostering improvement action tracker has been created.
- A briefing has been presented to all staff as a reminder of the criteria for Private Fostering and relevant staff will be suitably trained so they are familiar with private fostering notification timescales and are able to recognise private fostering arrangements at the earliest opportunity. To date, we have completed briefings to Social Workers and students across FISS and MAT.
- Twice a week a social worker from the NRPF/Private Fostering Team sits with the MASH to assist with screening queries when new referrals are received and to ensure the Private Fostering Protocol is followed.
- A private fostering screening tool has been updated and shared with MASH to ensure more effective screening at the front door.

Children missing education

As of September 2023, there were 356 children electively home educated (EHE) by their parents. Whilst numbers started to fall back towards the second half of 2022, we have seen a recent increase in the number of families wishing to educate their children at home.

New referrals receive a suitability assessment within 12 weeks of referral and an annual assessment. 84% of our current cohort were seen within 12 weeks.

Locally, the majority of children missing education (CME) are from the Charedi community. These children attend unregistered education settings (UES) on a full time basis, where we are unable to assess the suitability of their education.

As of September 2023, there are 1,173 registered children missing education, with 1,051 from the Charedi community. Processes are in place

for tracking CME in and out of the borough and steps are taken to visit the known Charedi families to check on children's wellbeing, though impact here is more limited.

For many years, we have been lobbying for the Government to legislate to regulate the settings our Charedi children attend. Some enhancements were included in the proposed Schools Bill which was withdrawn in December 2022.

Locally, our unregistered education settings protocol coordinates a multi-agency response to new settings or incidents involving a known setting. Strengthening our relationship with the Orthodox Jewish communities in respect of unregistered educational settings and the children who attend them remains a focus for our work.





The Experiences and Progress of Children in Care

In February 2023, we launched our Corporate Parenting and Sufficiency Strategy for 2023-25, setting out our improvement priorities for the next 3 years. We continue to focus on the experiences of our Black and Global Majority care experienced children and young people, who are disproportionately represented, endeavouring to embed our commitment to delivering anti-racist parenting. We have had some success at moving children closer to home and this continues to be a priority area, alongside a

'foster first' approach. We know there is more work to do to secure stability for some of our children, particularly those with the most complex needs. We have strengthened our work for our adolescents on the edge of care, through a new multi-agency Edge of Care Service, reducing the number of 16 and 17 year olds coming into care. We have work to do to improve the timeliness of health checks, with success in improving our dental checks for our children in care that we hope to build on in the coming year.

Page 627

... Our practice for looked after children and care leavers continues to strengthen ...





Making good decisions for children

Information about our looked after children

As of 30 September 2023, there were 390 looked after children, down from a peak of 470 in November 2020. We believe numbers of looked after children increased as a result of family stressors related to Covid-19 lockdowns, with them coming down again and stabilising with a renewed focus across the service on ensuring right children come into care at the right time.

Number of children in care

	2020/21	2021/22	2022/23	End of Sept 2023
Number of children in care at snapshot date (31 March)	431	405	392	390
Children entering care	185	163	185	73 (April-Sept)
Children leaving care	186	187	204	77 (April-Sept)

Rate of children in care

	2020/21	2021/22	2022/23	End of Sept 2023
Rate of children in care per 10,000	68	73	70	70
Statistical neighbours	63	70	65	n/a
England	67	70	71	n/a

The rate of looked after children per 10,000 in Hackney last year is equal to both our statistical neighbours and England for the previous year. Of the 390 children looked after at the end of September 2023, 23 (6%) were unaccompanied minors, with the number of unaccompanied minors remaining below pre-pandemic levels.

Age breakdown of looked after children at 31 March

Age	2021		2022		2023	
	Eng	Hackney	Eng	Hackney	Eng	Hackney
Under 1	5 %	18 (4 %)	5 %	15 (4 %)	5 %	15 (4 %)
1 - 4	14 %	47 (11 %)	14 %	49 (12 %)	13 %	45 (12 %)
5 - 9	18 %	57 (13 %)	18 %	49 (12 %)	18 %	58 (15 %)
10 - 15	39 %	157 (37 %)	39 %	155 (38 %)	38 %	158 (40 %)
16+	24 %	147 (34 %)	25 %	137 (34 %)	26 %	116 (30 %)

Age of children entering care

Age	2021		2022		2023	
	Eng	Hackney	Eng	Hackney	Eng	Hackney
Under 1	20 %	22 (12 %)	17 %	23 (14 %)	17 %	28 (15 %)
1 - 4	18 %	19 (10 %)	15 %	15 (9 %)	15 %	26 (14 %)
5 - 9	17 %	21 (11 %)	15 %	19 (12 %)	14 %	27 (15 %)
10 - 15	26 %	50 (27 %)	27 %	40 (25 %)	27 %	54 (29 %)
16+	20 %	73 (39 %)	25 %	66 (40 %)	27 %	50 (27 %)
Total		185	N/A	163	N/A	185

30 % of our looked after children are aged 16 and 17 and we continue to have a high proportion of adolescents coming into care compared to recent national averages. Analysis indicates that these children have a family history of trauma, educational exclusion, extra-familial risk and have significant risk factors for adolescents on the edge of care (with Black Caribbean and African backgrounds strongly over-represented). This analysis is informing the development of our STAR approach and Edge of Care strategy to try and support children to safely return home to parents or family from care, whether they are in care short or long-term.

There are some indications that a renewed commitment to a foster-first approach is achieving good outcomes for our looked after children and care leavers with 74 % of looked after children in foster care arrangements as at the end of March 2023, which is in line with 75 % at the end of March 2022. 28 children (7 %) were living in residential homes as at the end of March 2023, a significant decrease from 34 (17 %) at the end of March 2022 and down from a high point of 40 children at the end of March 2020.

The percentage of children entering care by virtue of remand has halved from 9 % in 2021/22 to 4.9 % in 2022/23. New practice guidance on reducing criminalisation of looked after children has been developed.

We have had a renewed focus on a foster-first approach to adolescents entering our care in the past year and have been successful in reducing our number of 16 and 17 year olds entering care.

A new accommodation pathway for supported accommodation began in April 2022. This commissioning contract was developed with input from our care leavers and with a key focus on the importance of providing local high quality homes for our young people. An emphasis on psychologically-informed environments is built into the contract.

Around half of looked after children are subject to Care Orders (208 children or 53 %); this has slightly decreased from 54 % for the previous reporting period (2021/22). 74 % of our looked after children are in foster placements, a slight decrease from 75 % during the previous year.

The destinations for children leaving care in 2022/23 were as follows:

Returned home	60	Custody	2
Special Guardianship Order	22	Other (usually children turning 18)	108
Adoption	12		

Evidence of Impact

Page 630

Life story audit - November 2022

10 audits were undertaken looking at life story work on looked after children and care leaver's files.

- 67% of these audits rated good or better for overall practice.
- 100% of audits on looked after children's files were rated as good or better.
- 50% of audits on care leaver's files were rated good or better.
- 0% of audits on foster carer's files were rated good or better (100% were rated as requires improvement).
- Strengths included quality of reports written to children and families, strong focus on promoting familial relationships, strong direct work, and consideration of children's history by foster carers.
- Areas for improvement included lack of chronologies and other key documents on files including later life letters and life story

work, a lack of reflection of children's histories on their files, and a need for practitioners to be more consistent and persistent in their efforts to maintain contact between children and families. None of the fostering audits highlighted specific discussions / exploration about foster carers contribution to life story work.

A number of recommendations were made following this audit, supported by an action plan which is tracked by the Improving Outcomes for Children Board and the monthly Service Manager Audit Meeting:

- Copies of all life story work undertaken by carers / care providers to be taken as part of Looked After Child Review processes, to be saved on children's files.
- The Fostering Independent Chair will also request to see life story work as part of foster carers Fostering Annual Reviews.
- We will continue to roll out and embed use of the 'Preparation for LAC Review' tool for foster carers, which captures feedback on life story work undertaken by carers.

Looked after children and care leavers in custody - August 2023

In August 2023 a total of 10 audits were undertaken within the Looked After Children and Leaving Care Service by the Practice Development Managers, Service Manager and Head of Service. Four of these young people were open to the Looked After Children Service, although one had recently turned 18. The rest were open to the Leaving Care Service and range in age from 18 to 21.

Findings:

- The practice within 70% of the audits were graded good or outstanding overall.
- For 80% of children and young people, the frequency of visits was in line or partially with practice standards.
- The practice standards for supervision was an area for improvement, with 40% rated as good and 60% rated as required improvement.
- Overall, visits were rated as high quality, with meaningful, appropriate conversations about a wide range of issues and planning for release taking place.
- In 60% of audits, strong communication between the young people's professional and family network was observed.
- In 70% of audits, there was evidence of strong pathway planning.

Edge of Care

Following the decision made in 2022 to bring to a close the Family Learning Intervention Project (FLIP) and reinvest resources into Hackney-based services, with the sale of the FLIP house in Oxfordshire, a new permanent Edge of Care Service is in place. This service works with families who have a child or children on a statutory social care plan or with those who are in the process of receiving a Children and Families assessment. The service provides intensive, relational support to families where there is a risk of one or more child(ren) entering into care and where the home environment and care given is assessed by the social worker as safe for the child or children to remain. Drawing on a systemic and trauma informed approach, the service tailors interventions according to the families needs while promoting anti-racist practice. Families who are open to the Edge of Care service often have multiple risk factors that include intra/extra familial risk. Most of the children referred to the service are from Black or Global Majority backgrounds, have additional needs, have family histories of trauma and are struggling in education. The multi-agency team is drawn from clinical and social care backgrounds and includes an educational psychologist, seconded from Hackney Education, in order to try and intervene across multiple contexts in order to improve outcomes for the children with whom it works.

In the past year, the service has worked with 32 children and successfully supported 81 % to remain at home. For those who have come into care, the service has supported the network to make timely decisions about their long-term care planning, stabilise them in care and to rebuild and repair family relationships.

Children in care - visits

As at 30 September 2023, 72 % of looked after children were visited within 30 working days (6 weeks). Looked after children who are in settled care arrangements will usually have agreements that have been made with their Independent Chairs that they need to be seen at a minimum of 12 weekly.



Fostering and Permanency Service

As of 31 March 2023, Hackney Fostering Service had supported 165 fostering and supported lodging households: 54 % of carers live in Hackney, with an additional 11 % of carers living in neighbouring boroughs. This is positive in terms of supporting Hackney's looked after children to remain close to home, wherever possible and safe, which minimises disruption, for example, in their education provision and key personal and professional relationships. As at the end of September 2023, there were 166 fostering and supported lodgings households.

There are three established Hackney Village constellations (formally Mockingbird constellations). Work is underway to create similar constellation networks so all foster carers are able to benefit from this model of support.

Fostering recruitment and retention continues to perform well, with an ongoing increase in fostering households year on year. There has been an increase over the past few months of children coming into care and being placed in temporarily approved connected carers. Whilst this is a positive outcome for most, the number of unregulated connected carers remains too high: delays in court proceedings, often due to difficulties in court time-tabling, has been a barrier to the positive progress of plans for Special Guardians for many children.

The Fostering Service has maintained a strong recruitment record over recent years, despite a very challenging national context, acknowledged by the Department for Education, who plan a national fostering campaign as part of their reform of children's social care. We remain ambitious for the year ahead, with a target of recruiting 15 new fostering households. Our enquiries have dropped this year, and our data around this suggests that our web presence needs to be strengthened - we are exploring creative solutions such as chat bots with ICT colleagues to increase enquiries.

Form F	2020/21	2021/22	2022/23
Enquiries	272	222	138
Approvals	15	14	12

Hackney has engaged a diverse audience interested in becoming foster carers, through a mixed media approach and a flexible way of working. In order to maintain a competitive fostering offer with other local authorities, we have secured Council tax exemption for Hackney carers from April 2023 and continue to make progress with other benefits, such as discounts on local leisure activities.

The service is aware of the challenging role of a foster carer, and has a range of support systems in place in addition to the individual statutory support and supervision received from allocated fostering social workers. Foster carers are able to attend a therapeutic peer support group; male carers have access to a male carers support group; buddy support is offered to new carers from our most experienced foster carers; and matching and stability support is offered via our Matching Consultant. Carers are offered a wide range of training, including anti-racist parenting training delivered by our fostering staff and a Nurturing Attachments group programme delivered by our clinical service. We are in the process of scoping trauma-informed care training for carers, in line with our emerging practice model.

We are committed to learning from our foster carers about what we are doing well and what we could do better. For every foster carer that is deregistered, the Fostering Service Manager will offer a formal exit interview, as an opportunity to gather feedback in order to support the ongoing development of our service. In the year 2022/23, there were 14 resignations, compared to 17 in the year 2021/22.

Evidence of Impact

Our fostering audit activity over the last 6 months shows clear improvement in recording and practice. There were 9 audits of foster carer's files in this period and 50% of these were rated as good, with practice from March - May 2023 rated as 80% good. Auditors found evidence of good practice supporting the child's plan and progressing outcomes for the child, good management oversight, and strong work to support children's identities and understand their cultures.

Hackney's Supported Lodging Scheme launched in 2018 as an additional option for young people preparing to leave care, to offer young people aged 16+ the opportunity to live in the home of an approved person who will help them prepare for independent living. This provides the young person with a safe and supportive environment to develop the practical skills and emotional maturity needed to move on and cope with living independently. As of March 2023, Hackney had 1 young person living in supported lodgings arrangements. As at the end of September 2023, there are no young people in supported lodgings arrangements. We are working hard to strengthen our planning and support for Special Guardians, in acknowledgement of the critical role they play in children's lives. Senior leaders met with them at a celebration event in March 2023 and a focus group in May 2023 to hear their feedback on their experiences, in order to inform our improvement plans in this area.



Participation and direct work with children in care

Hackney of Tomorrow (HoT) - Children in Care Council

Over the past year, Hackney of Tomorrow (HoT) has delivered a series of successful participation projects, which have enabled children in care to shape and influence multiple aspects of Hackney's Corporate Parenting service, including:

- **Skills for Fostering Training Programme:** HoT has continued to deliver training for prospective foster carers as part of Hackney's Skills for Fostering programme. This hour-long training delivered by HoT members takes place quarterly and aims to provide an introduction to key issues significant to the lives of looked after children. The HoT members are given the opportunity to plan and develop their own training sessions, including exercises, activities and speaking from their own experiences of being in foster care.
- **Young Person Recruitment Panels:** HoT members have continued to participate in Young Person Panels within the recruitment process within Hackney's Corporate Parenting Service, enabling them to formulate their own interview questions, chair interview panels and provide scores and feedback that contribute to the overall recruitment scores for individual candidates. Engaging HoT members in this important decision-making progress ensures that their views and judgements are shaping our service. Throughout 2022/23, HoT members have contributed to the appointment of several different roles, including Social Workers, Youth Workers, Clinical Practitioners, Children's Rights Officers and Participation Officers.
- **Representation at Hackney's Corporate Parenting Board:** HoT members have continued one of their primary functions of the Care Council in representing the views of children in care and care leavers

at Hackney's Corporate Parenting Board, where they have continued to be allocated a 30-minute agenda item every quarter to showcase their work. This regular contact time with Service Leads and elected Councillor allows HoT members to highlight issues central to their lives, as well as views of other children and young people gathered through research projects delivered by HoT.

- **An Open Letter to Hackney Council:** In October 2022, Hackney of Tomorrow (HoT) members wrote an open letter to Hackney's Corporate Parenting Service outlining their view of what it is to be a Corporate Parent and how Hackney Council can best live up to this role. The letter was sent to Service Managers within Hackney's Corporate Parenting Service, as well as Local Councillors and was discussed at Hackney's Corporate Parenting Board and incorporated into the Council's 2023/25 Corporate Parenting Strategy. This autumn, we recruited to two new Care Leavers Ambassador posts, to support the work of HoT and to become full-time members of the Corporate Parenting Board, to represent the voice of care leavers.
- **Epic Awards:** In February 2023, HoT members supported the planning and delivery of the Epic Awards at Hackney Town Hall, which included presenting multiple awards to exceptional Looked After Children and Care Leavers.



Helping and protecting looked after children

Independent Chairs and Looked After Child Reviews

505 looked after children received a review between in 2022/23, and 978 Looked After Reviews took place during that period. This is a decrease compared to last year when 518 children received a review and 1,068 Reviews took place, reflecting the decrease in the number of looked after children in that period. In 2022/23, 91 % of Reviews took place within timescale, compared to 90 % last year. Where reviews are not held in timescale the Service Manager will make a note of the reasons for this on the child's Mosaic record. Requests to change the planned date of a Review, if within 6 weeks of the meeting, need to be agreed by the respective Head of Service. Depending on the needs of the child the Chair may meet or speak with the child in the interim.

During 2022/23, 91 % of looked after children participated in their Looked After Reviews in some way whether directly, through an advocate, or another method. 15 % of children were under 4 years old at the time of their Review and so there is no expectation of a formal contribution from them, and 9 % of children did not attend or convey their views to the Review, this is a slight increase of 1 % from previous years. However, the data continues to show that participation in Reviews is good.

Following Covid-19 lockdown restrictions all meetings have moved back to in-person meetings unless there is a specific request from a child to hold it virtually, or from a carer due to illness etc. Sometimes due to issues of safety or to avoid overwhelming the child, Reviews may be held in multiple parts, parts of these may be virtual. Where Reviews are held in multiple parts, the meeting with the child will be in person.

The role of the Independent Chair is to quality assure and provide effective challenge as a critical friend and therefore they will also, where required, challenge any delay and escalate any concerns in respect of planning or practice. They maintain regular contact with social work units to provide opportunities for consultation and support to achieve the best outcomes for children. The team seeks to recognise and commend good practice and to ensure that learning opportunities based upon best practice are shared.

Data reporting from individual Review meetings is being developed but information available to date shows that:

- 78 % of Reviews - No escalation required
- 16 % of Reviews - Escalation required
- 6 % of Reviews - Data not available

In 2022/23 there were 62 escalations made by Independent Chairs, it is not possible to break this data down into those escalations made in relation to looked after children, and those made in relation to children supported by Children Protection Plans.

The vast majority of escalations continue to be resolved before involving Service Managers or Head of Services. There have been no cases which have required escalation to the Director or CAFCASS.

At present the data is not able to identify the thematic issues which are being raised through these escalations due to outstanding reporting developments following the cyberattack. However, year on year the general themes tend to be delays in implementing actions from the Care Plan.

Last year also saw some challenges in relation to staff stability and the impact upon progressing plans for children in the context of staff turnover.

Whilst managers were well aware of the challenges within their service area, Independent Chairs continued to highlight the need for reports to be

available within statutory timescales prior to meetings, and for there to be staff attendance with knowledge of the child, family and their circumstances.

Evidence of Impact

Preparation for Looked After Child Reviews 2022/23- updates and questions from children and carer feedback

These are some of the questions children had for their Reviews, and achievements that they wanted to share:

I want to know why did my mum not go to court and try and get me back?

Since my last review I have been spending quality time with my mum and brother, becoming familiar with my foster carer and her family, enaging in lots of activties that are heping me to develop!

Since my last review I have saved up for a new phone, got over my sore knee, am half way through saving to buy a PS5, and I got a bike for my birthday!

Who is going to be my forever carer, and what are the options if my mum can't be my forever carer? Will my forever carer be able to meet all my needs, and look after me in the light of the additional needs that were highlighted in my psychological assesment?

All reports for the meeting and minutes from the meeting continue written to the child in an age appropriate way. These contribute to their life story work and provide a record of achievement for each child.

Evidence of Impact

Carers also have a feedback form that they are asked to complete prior to Reviews so that they can share children's achievements and future goals. Below is some of the feedback shared:

You are doing so great in school, really proud of you as I know school is not always easy for you. Your behaviour at home is second to none, absolutely amazing and such a pleasure to be your carer!

My best memories are the first time you rode a bike without stabilisers, how surprised you were that you could do it, watching you swim on your own and when you shared your schoolbooks with me and your teachers at parents' evening. You were so happy and proud. I remember the first time you wrote your name out without any help, and how proud you were.

You have been doing some amazing learning like reading, phonics, maths, swimming. You have been keeping active and you enjoyed being outside and you are good at getting involved in group play situations. You have enjoyed getting to know other looked after children in Mockingbird - this extended family has been really beneficial to you. You have been happy when you're watching the football on your tablet, or reading a new book - when you achieve tricky words, you are so proud.



Health of looked after children

Physical health of looked after children

Further work is required to improve looked after children health indicators, particular immunisation levels, Strengths and Difficulties Questionnaire compliance and dental checks. A new workstep was developed and is now live in Mosaic, to be used in collaboration with the Looked After Child Health team, to improve real time reporting and help drive up performance.

Following work with the Council’s Public Health Service to understand and address the issue, the percentage of looked after children with up-to-date immunisations last year was significantly improved compared to the previous two years. The performance for 2022/23 is now above the England average.

Percentage of looked after children whose health checks were in time during a 12 month period

	2020/21	2021/22	2022/23
Hackney	91 %	95 %	92 %
England	91 %	89 %	89 %

The number of children with an up-to-date health assessment is above the England average for 2022/23.

Percentage of looked after children who have an up to date dental check

	2020/21	2021/22	2022/23
Hackney	64 %	71 %	90 %
England	40 %	70 %	76 %

The percentage of children with up-to-date dental checks has improved significantly compared to 2021/22, and is now well above the England average for 2022/23.

Percentage of looked after children whose immunisations are up to date

	2020/21	2021/22	2022/23
Hackney	59 %	56 %	84 %
England	86 %	85 %	82 %



Mental health of looked after children

The mental health of looked after children is at greater risk compared to other children due to their experiences before and during care. Every year, our looked after children will complete a strengths and difficulties questionnaire (SDQ) as part of their health check, and we will provide ongoing support to our children with their health needs, including their mental health. There has been an increased proportion of children with a 'cause for concern' score as part of their SDQ, which reflects what is happening nationally post-pandemic. Our focus for our looked after children is always to find the right home that will meet their needs, no matter how complex these may be - this is increasingly challenging.

Strengths and Difficulties Questionnaire	2020-21	2021-22	2022-23	England 2021-22	SN 2021-22
Children looked after for at least 12 months aged 4 to 16 with an SDQ score	73 %	84 %	94 %	77 %	83 %
Average score per child	11.8	14.6	14.9	14	13

An SDQ score over the evidence based threshold - where therapeutic support is not already in place - results in a clinical consultation with an in-house clinician to undertake joint thinking about the mental health needs of each child, followed by a Talk Together Appointment (TTA) - a session with the child, social worker and clinician.

... The mental health of looked after children is at greater risk than other children due to their experiences before and during care...





Learning

The Virtual School

The Virtual School team provides additional educational support for children looked after, from early years all the way through to post-16 education and training opportunities, which provides continuity for children and young people in care. The Virtual School is well-resourced and includes a variety of roles including social pedagogues, learning mentors, an occupational therapist and speech and language therapists.

Key Stage 4

The progress for pupils in Key Stage 4 is monitored throughout the year and where necessary individual targeted support is offered. Where it is felt appropriate, 1 to 1 tuition is offered. All Year 11 pupils receive support to identify appropriate pathways once statutory schooling has ended, and when necessary, are accompanied to college open days and interviews by a member of the Virtual School staff.

Key Stage 4 Attainment in 2022

The published data this year shows a poor set of matches and out of 54 students published data was only available for 16 children. These results show that for those students achieving a good pass in English and Maths Hackney achieved better results than national and the DfE region. The attainment 8 score was also higher but the Progress 8 score was not.

The raw data shows that 25 % of the students achieved a standard pass. Considering that this was a very complex group of pupils where 21 of them had become looked after during the year and 23 did not take any GCSEs this is a satisfactory result. This is down somewhat from the previous comparable year of 2019 where children scored 31 % in English and maths. Of significant

interest is that of those children who passed their GCSEs a significant majority were Global majority pupils.

Percentage of children achieving Grade 4 at Key Stage 4

	Grade 4 and above
English level 4+	25 %
Maths level 4+	25 %
English level 5+	20 %
Maths level 5+	9 %



Key Stage 2

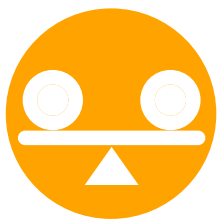
Pupils in year 6 are closely monitored and additional support is provided if it is necessary. All pupils are offered support for the transition to secondary school, and links are made with designated teachers before children transition to their new school.

There was a cohort of 13 children for whom published data for 2022 was available. This data shows the children did well in Reading, almost reaching the Hackney average but less well in Writing and Maths.

Percentage of children working at the required standard at Key Stage 2

	Working at the required standard
Reading	78%
Writing	44%
Maths	50%





Stability and permanence

Care arrangement stability

The Ofsted Focused Visit in February 2019 raised questions about the strength of our planning for children and particularly raised a question about whether there are some children in Hackney that are living in situations where their needs are not being appropriately met for too long. A spotlight on the Public Law Outline (PLO) pre-proceedings process questioned whether this was being used enough to support timely decision making for children and for parallel planning. Since then, we have introduced systems to ensure senior management oversight at key points for children supported on Child in Need and Child Protection Plans, to help make sure the right decisions are being made for children, at the right time. More attention has been paid to parallel, and triple, planning for children in the PLO process and to ensure this legal framework is being used effectively, early enough, to support long-term planning for children, avoiding the use of care proceedings where appropriate. Over time, our numbers of children in PLO have risen, from 16 children at the end of March 2022, to 29 children at the end of March 2023.

Percentage of looked after children with three or more care arrangements in one year

	2020/21	2021/22	2022/23	Sept 2023
Hackney	10 %	14 %	15 %	12 %
Statistical neighbours	9 %	10 %	9 %	n/a
England	9 %	10 %	10 %	n/a

The percentage of children aged under 16 who have been looked after for more than 2.5 years, who have lived in the same home for over 2 years

	2020/21	2021/22	2022/23	Sept 2023
Hackney	77 %	71 %	64 %	69 %
Statistical neighbours	70 %	74 %	71 %	n/a
England	71 %	71 %	69 %	n/a

The number of children experiencing three or more care arrangements over the course of a year for 2022/23 was 14 % which is higher than the statistical neighbour and national averages in 2022/23 of 9 % and 10 % respectively. As at 30 September 2023, 12 % of looked after children had experienced three or more care arrangements in one year.

The proportion of children aged under 16 who have been looked after for more than 2.5 years, who have lived in the same home for over 2 years was 64 % in 2022/23 compared to 71 % in 2021/22. As at 30 September 2023, 69 % of looked after children aged under 16 who had been looked after for more than 2.5 years had lived in the same home for over 2 years.

2020/21 stability figures were particularly good, believed to be influenced by the context of lockdown in the pandemic. However, further analysis has taken place on the cohort of children with 3+ care arrangements and those who have left long term homes to think about what we need to do

to strengthen placements; we are working to strengthen our oversight of Independent Fostering Agencies support and training for their carers, we reviewed all connected care arrangements in July 2023 to consider opportunities to strengthen them.

We have also taken steps to improve the process of oversight for planning for children once they enter a legal framework and beyond the conclusion of any legal proceedings, again to help ensure that the right decisions are made for children, at the right time. For example through our Permanency Planning Meetings, which are overseen by senior managers, we ensure parallel planning is in place to consider alternative routes to permanency for long-term looked after children.

Care arrangement types as at 31 March 2023

Care arrangement type	Number of looked after children
Foster care arrangements	222 (57 %)
Connected carer arrangements	67 (17 %)
Placed for adoption	0 (0 %)
Care arrangements with parents	31 (8 %)
Secure Units/Youth Offending	6 (2 %)
Children's Homes	28 (7 %)
Semi-Independent Living Accommodation	46 (0 %)
Total	392

Care arrangements for looked after children by location at 31 March 2023

Care arrangements location	Number of children
Hackney	110 (30 %)
Under 20 miles from Hackney	209 (57 %)
Over 20 miles from Hackney	46 (13 %)

(Note - distance for unaccompanied asylum seeking children is not captured within this performance measure)

The percentage of children looked after in Hackney has increased each year for the last three years, with 23 % of children accommodated in Hackney in 2019/20, increasing to 30 % of children in 2022/23. We know that it is important that children are kept close to their support networks when they come into care, and that particularly for children who are from Black and Global Majority backgrounds, being placed at a distance may mean that they are living in communities that do not reflect their culture or identity, which can place them at risk of experiencing racism and feeling isolated.

Adoption

12 children were adopted in 2022/23, and although this is a significant increase on the 3 children adopted in 2021/22, this previously low number was due primarily to court delays related to the pandemic (a trend seen across the Adopt London North consortium). This number is in line with both 2018/19 (12 children adopted) and 2019/20 figures (11 children adopted). 2 children were adopted between April - September 2023.

22 Special Guardianship Orders (SGOs) were granted in 2022/23, a significant increase on the 16 granted in 2021/22. Greater attention has been placed over the past year on the prospect of progressing alternative routes to permanency through adoption or SGOs for children in long-term care, with a small but significant number of positive outcomes to this approach. 10 SGOs were granted between April - September 2023.

Updated Sufficiency Strategy

Our Corporate Parenting Strategy and Children's Social Care Sufficiency Strategy 2023-25, published in February 2023, commits to the following priority areas in relation to our placement sufficiency over the next three years:

1) Promotion of a fostering first approach

Going forward, we would like to see more of our looked after children and young living in family settings in and around Hackney, with carers who have been recruited, trained and retained by us.

We would like the diversity of our carers backgrounds and life experiences to be more reflective of the diversity of our care experienced population. We would like to hear that all our carers feel ready and able to meet the complexity of the presenting need, because they feel well supported by our staff, as well as each other.

In order to achieve this, we know that we need to prioritise the ongoing development of our fostering recruitment and retention offer. We have a comprehensive Fostering Recruitment and Retention Strategy for 2022–23 and will review this each year, in order to ensure that we are doing everything we can to recruit and retain foster carers, connected carers and supported lodgings hosts.

2) Improved quality assurance

Where our children and young people do need to live for a period outside of a family setting, we are aware of the need to deliver improved quality assurance systems to help ensure that the standards of care they receive are always in line with our best hopes for them. We understand that the further away from Hackney a child is living, the more stringent our quality assurance systems need to be. We want to see that all our care providers are sufficiently sensitive to children and young people's cultural needs, in line with our anti-racist corporate parenting position. We appreciate that the more joined up we are with our health and education partners in our commissioning arrangements, the more likely we are to achieve the best possible services and outcomes for our children and young people. We have updated our Quality Assurance Framework for Externally Commissioned Care arrangements in November 2022, which will support more robust and formal monitoring activities and ultimately we hope this will improve stability and greater oversight of the quality of our commissioned services.

3) Regional collaboration

We believe that regional collaboration is key in our response to the significant challenges facing the current market in care provision.

We are committed to continuing to develop and build upon our existing partnerships with our neighbouring boroughs through the NEL and look forward to and exploring new opportunities to work together over the next few years, in the best interests of all our children. As outlined above, the Pan-London Commissioning Placements Panel has identified seven key project areas that are being developed on a regional level and Hackney is committed to contributing to these solutions alongside our London neighbours.

4) Developing our supported accommodation pathway

We will continue to grow and develop the Young People's Supported Accommodation Pathway and seek to formalise commissioning arrangements with other local providers. We will continue to work with our providers and registered social housing landlords to anticipate future needs and increase the capacity of the Pathway accordingly. We know that an increasing number of our care-experienced young people are in employment and that we therefore need to source more affordable supported accommodation, wherever possible. We will also look to develop a framework for other spot-purchase providers that will formulate commissioning arrangements as well as raising quality through setting standards and establishing monitoring processes.



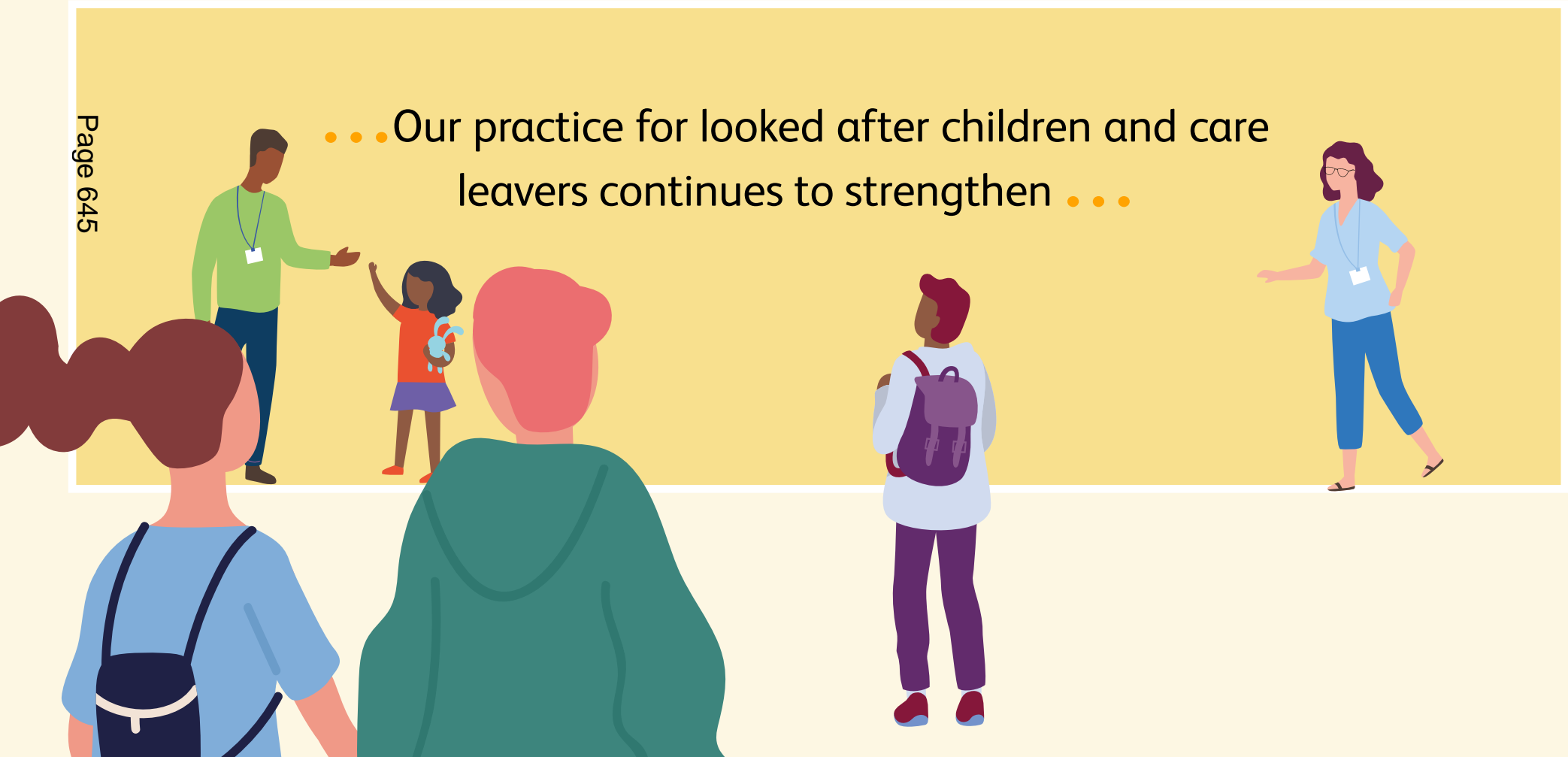
The Experiences and Progress of Care Leavers

Our practice for care leavers continues to strengthen, with an updated local offer now in place. We have work to do to ensure we provide good transitions for our care leavers, and improvement in post-18 pathway plan completion rates is a key area of focus. We are working closely with housing

colleagues to try and improve the housing offer to care leavers, both before and after they turn 21. There is good work taking place across the service but our focus is on ensuring consistently high standards of practice for all of our care leavers.

Page 645

... Our practice for looked after children and care leavers continues to strengthen ...



Care leavers and participation

Hackney of Tomorrow (HoT) - Children in Care Council

Over the past year, Hackney of Tomorrow (HoT) has delivered a series of successful participation projects, which have enabled care leavers to shape and influence multiple aspects of Hackney's Corporate Parenting service, including:

- **Panel Event with Unaccompanied Asylum Seeking Young People:** In August 2022, we supported four unaccompanied asylum seeking young people to deliver a panel event at the Hackney Museum titled, 'This is my life: young people's experience seeking safety in Hackney'. Hosted by the young people and chaired by professionals from Safe Passage, a charity that works for young people seeking asylum in the UK, the event enabled the young people to share their experiences of migrating to the UK. Members of the public in attendance were able to ask questions and learn from the young people's experiences. The aim of the event was to engage the general public in Hackney and present a more positive view of refugees and asylum seekers in the community.
- **Reviewing Hackney's Local Offer for Care Leavers:** Following a visit to Hackney from the National Implementation Adviser for Care Leavers, in June 2022 HoT members were invited to help review and improve Hackney's Local Offer for Care Leavers. This process took shape through a series of consultations with Heads of Service, during which HoT members were able to put forward recommendations that were then considered by key decision makers within Hackney's Corporate Parenting Service. Following these initial consultations, HoT members were invited to present their recommendations to Local Councillors and the Deputy Mayor for their consideration at a Cabinet meeting. At the end of this process, several of the young people's recommendations were taken up and included in Hackney's reviewed Local Offer. Once the new commitments within the offer had been formalised, HoT members took part in co-production of a **new webpage to present the refreshed Local Offer.**

- **UASC Football Sessions:** From July to September 2022, we provided two hour football sessions for unaccompanied asylum seeking young people at the Eastway Youth Centre in Hackney Wick, providing good opportunities for young people to meet and make connections while also learning and developing new skills.
- **Care Leaver Cooking Workshops:** From July to September 2022, Hackney's Participation Officer worked alongside the Hackney School for Food to deliver a series of cooking workshops for care leavers, designed to equip them with basic cooking skills as well as important tips on how to cook nutritious food on a tight budget.
- **Housing Advisors for Care Leavers:** Following the visit from the National Implementation Adviser for Care Leavers, in June 2022 Service Managers were able to create two new Care Leaver Housing Advisor roles in the Housing Team. Through the creation of these two roles, Hackney's Corporate Parenting Service is able to provide a dedicated service for care leavers in need of housing advice and support. By working closely with colleagues in the Housing Team, HoT members were able to shape the job description and provide an induction to the successful candidates appointed to the roles.
- **National Local Government Take Over Week:** As part of the National Local Government Take Over Week in November 2022, HoT members were given the opportunity to chair Hackney's Corporate Parenting Board, enabling care leavers to fully participate in the meeting by reading the papers and reports presented to the Board and putting questions to Officers after hearing their presentations. It also required one HoT member to chair the entirety of the meeting.
- **Scrutiny Commission and Young Parents:** In March 2023, HoT members facilitated consultation sessions with young parents. These consultations fed into a report from the Scrutiny Commission, which was then presented to Local Councillors at a subsequent Cabinet meeting. The focus of these consultations was on the provision of support to young parents who are also care leavers, as well as the universal support open to all.

Local offer for care leavers



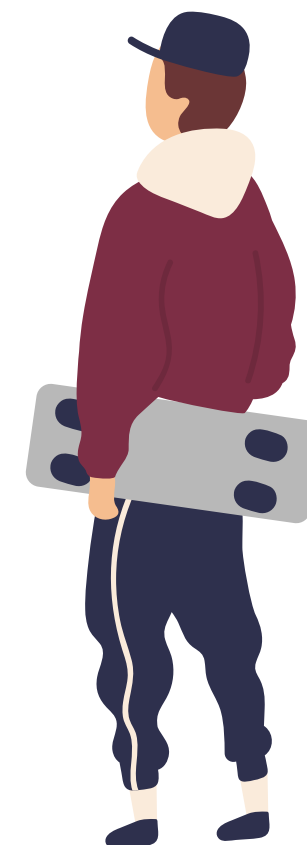
Updated care leaver local offer

Recent Corporate Parenting priorities for developing the Hackney care leavers local offer have included: housing pathways, employment support and apprenticeship opportunities, virtual and physical spaces for care leavers, subject access requests, access to discounted leisure activities, and council tax exemption for care leavers.

Our **Corporate Parenting Strategy and Children’s Social Care Sufficiency Strategy 2023-25**, published in February 2023, commits to the following priority areas in relation to care leavers over the next three years:

Priority areas for the next three years	Why?
Enable care leavers to feel more ready for adulthood through the roll out of a Preparation for Adulthood skills audit and corresponding training programme.	This was identified as a priority from a Preparation for Adulthood audit in June 2022 and also highlighted in the annual survey of looked after children and care leavers in September 2022.
Strengthen the whole-Council, whole-partnership local offer to care leavers.	This was a recommendation from the visit by Mark Riddell, National Implementation Advisor for Care Leavers, in May 2022 and also highlighted in feedback to senior leads on the local offer by Hackney of Tomorrow in July 2022.
Provide more spaces, both online and in-person, for care leavers to come together to access support from each other and professionals.	This was also a recommendation from the visit by Mark Riddell in May 2022.
Improve transition planning for looked after children with disabilities.	This was identified as a priority from audits focused on transitions for looked after children with disabilities in October 2021.

A **new website** was launched in February 2023 to explain our updated local offer to care leavers in an engaging and accessible way.





Care Leavers and transitions

Education, employment and training of care leavers

409 care leavers aged between 17 and 21 years were being supported by the Leaving Care service at 31 March 2023, an increase of 20 (5%) from 391 at the same point in 2022. As at 30th September 2023, 378 care leavers aged 17-21 were being supported. There were 296 care leavers aged 22 and older being supported as at 31st March 2023. This has decreased to 102 being supported as at 30th September 2023.

Page 7

% of care leavers aged 19-21	2020-21	2021-22	2022-23	SN 2021-22	England 2021-22
In education, employment or training	56%	69%	63%	60%	55%
In suitable accommodation	87%	88%	88%	86%	88%
In higher education	11%	17%	9%	8%	7%

63% of Hackney care leavers aged 19 to 21 were in education, employment or training in 2022/23. This is higher than statistical neighbours and the national average for last year (60% and 55% respectively) but lower than last year's performance in Hackney (69%).

The percentage of care leavers aged 19-21 who were in suitable accommodation in 2022/23 was 88%, in line with 88% last year. Housing is a challenge both locally and nationally but the Service will continue efforts to improve the number of care leavers in suitable accommodation in partnership with the Council's Housing Needs Service.

There has been an increase in the use of Staying Put arrangements, with 10% of care leavers in these settings at the end of March 2023, a slight decrease from 13% of care leavers in Staying Put arrangements last year.

9% of our care leavers were in higher education in 2022/23, which is higher than the most recent statistical neighbours and national average.

Pathway plans

Pathway Plans are recorded for those under 18 and identified as care leavers or still in care and meeting eligibility criteria. We are rapidly improving our performance and are aiming to have 90% of Pathway Plans reviewed by the end of the year. As at the end of September 2023, of all 16 and 17 year olds, 85% had their Pathway Plan reviewed in timescale (104/123). This includes the eligible children (i.e. still in care) and for those, 86% had their Pathway Plan reviewed in timescale (99/115). This is an improvement compared to early June, when 64% of all under 18s had their Pathway Plan reviewed in timescale. The Service Manager attends a weekly panel with the Leaving Care Practice Development Manager and reports this data to the Head of Service each week. The Pathway Plan Panel chaired by the Practice Development Manager has addressed the most overdue Pathway Plans by setting deadlines and providing oversight and the length of time between Pathway Plan reviews has reduced significantly.

Evidence of Impact

Live Learning Audit on Care Leaver Parents - October 2022

25 audits were undertaken to better understand how well care leavers are supported both in their adult lives since leaving care, and to parent their children where needed; 40% were rated as good, 52% rated as requires improvement, and 8% rated as inadequate.

- There were positive working relationships between care leavers and their social workers - this was noted in 21 audits.
- Practice around identity was strong in this audit, with 13 audits rated as good and 1 outstanding for this area.
- There were widespread issues across the audits in meeting practice standards for timescales of completion of pathway plans and reasons for this were noted to be staffing changes and care leavers cancelling meetings to complete pathway plans.
- Only 4 of the 25 files audited demonstrated supervision which was held in timescales. Where supervision was not held within timescales, rationales for this were lacking.

A number of recommendations were made following this audit, supported by an action plan which is tracked by the Improving Outcomes for Children Board and the monthly Service Manager Audit Meeting:

- Review Pathway Plans for care leavers need to be up to date and led by care leavers and their children's needs, including plans around visiting/contact frequency, as well as stating who they have consented to contribute to the review. The practice

standards for care leavers are being reviewed in June 2023 to address this.

- Promote anti-racist practice further in this service area; social workers to explore and understand the identity of the care leavers they are working with, and accurately record this discussion on file. Our anti-racist practice work continues with roadshows and training across all service areas.
- The service continues to strive for care leavers and their children to be living in suitable, permanent accommodation. The housing information for care leavers has been updated as part of the local offer and a new leaflet about housing pathways was published in spring 2023 to support care leavers understand what they can access.
- Missing historical data for care leavers to be transferred to Mosaic. This work continues as we recover from the cyber attack in 2020.
- Safety planning for young parents experiencing domestic abuse to be paramount when supporting care leavers with children. Safety planning guidance has been refreshed and circulated to staff, and the DAIS are meeting with every service area to support practitioner understanding about domestic abuse interventions and planning.

All files found to be inadequate have been brought to the attention of the relevant Head of Service and Service Managers to ensure senior management oversight in practice improvement. Those to be inadequate or requires improvement will be re-audited in 3 months to ensure improvement actions identified as a result of this audit have resulted in improved practice for the child.



The Impact of Leaders on Social Work Practice with Children and Families

Leaders in Hackney Children and Families Service continue to strive to improve services for our children and families, with a clear focus on Anti-Racist Practice, which has received increased investment over the past year and is being recognised nationally for leading the way in this area. The monthly Improving Outcomes for Children Board is maturing and clearly evidencing the quality of practice and is supporting managers to identify

where to focus improvement activity. The transformation team within the Outcomes, Business Intelligence and Strategy Service (OBIS) team are working to roll out the STAR (Systemic, Trauma Informed and Anti-Racist) approach and transform how our internal services are set up for delivery, aligning with Hackney Education.

Page 650

...The complex work to develop a comprehensive case recording system for the Children and Families Service has resulted in the successful reintroduction of Mosaic in April 2022...





Strategic Leadership

Driving improvement

Supervision

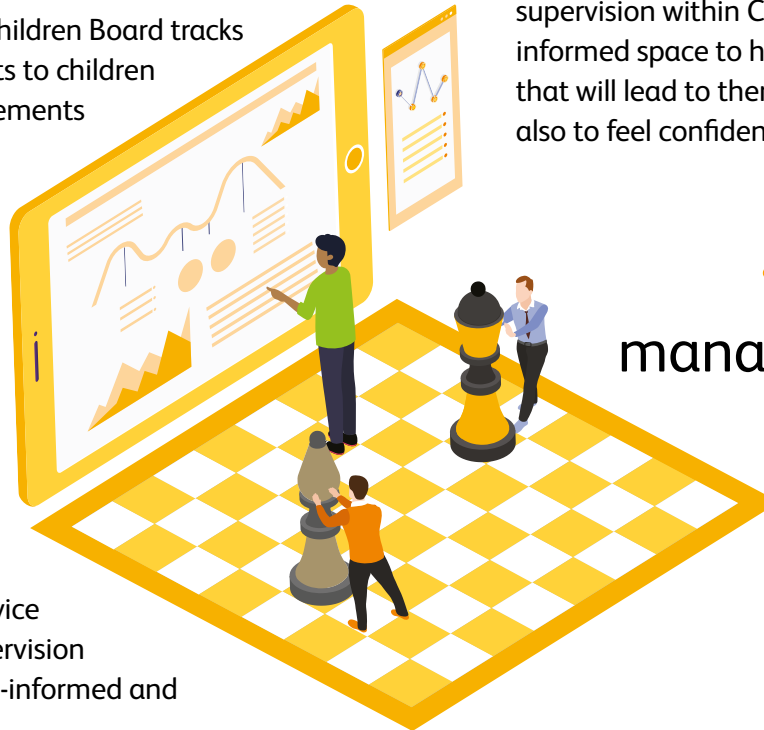
Children are allocated to individual social workers and individual Reflective Case Supervision is in place. There is a focus on management oversight to ensure that supervision is consistent with practice standards. Following the re-introduction of Mosaic, we are now able to track supervision timeliness across the Service and forward plan for future supervision so that managers have oversight of the progress we are making to support children and their families.

The Monthly Improving Outcomes for Children Board tracks performance including in respect of visits to children and supervision to drive forward improvements in practice. Staffing and performance issues are being addressed where supervision is not completed and uploaded to Mosaic in-line with our Supervision Policy timescales. A new supervision template was trialled in the Child in Need Service to streamline the process and this was launched across the whole of CFS in Mosaic in April 2023.

In line with the development of Hackney's practice model, Heads of Service have developed the Hackney group supervision model which draws on Systemic, trauma-informed and

anti-racist practices, allowing us to embed and uphold the techniques that sit within these methods. Consultation was undertaken with Practice Development Managers when refreshing the group supervision approach, and the Director held a 'show and tell' session to launch this model on 1st June 2023. This is in addition to individual supervision and it is to enhance worker development.

Aligned with the Anti-Racist Action Plan, there is a Task and Finish group developing a new approach to personal (currently termed Management) supervision. By the end of 2023/24, there will be a new approach to supervision within CFS that will offer staff an anti-racist, systemic and trauma informed space to have open and reflective conversations with their manager that will lead to them feeling more confident in the work they undertake, but also to feel confident about career opportunities available to them.



... There is a focus on management oversight to ensure that supervision is consistent with practice standards...

Improving Outcomes for Children Board

The Service introduced the new monthly Improving Outcomes for Children Board in October 2022. The Board is the central Children and Families Service meeting to reflect on performance data and the quality of practice in the service. The forum forms a key part of the Children and Families Service Quality Assurance Framework. Chaired by the Director of Children's Social Care, the Board has a critical role in the oversight of the Children and Families Service. The Board scrutinises practice against the Practice Standards that have been set across CFS, providing high challenge and high support in respect of the quality of practice and performance indicated through data and learning from quality assurance. The aim of the Board is to increase transparency and accountability within the system, ensuring that managers at all levels provide practice leadership and take responsibility for improving outcomes for children. The Board ensures that we really know ourselves as an organisation, as well as providing evidence of the impact of quality assurance in driving improvement in practice. The Board focuses on each cohort of children according to their status and journey through the system, scrutinising practice and highlighting strengths that can be built upon, agreeing purposeful actions to support continuous practice improvement. Cohorts are as follows:

- A)** Children with a potential need for support - Decision making in MASH and the Early Help Hub and Children open for an early help or statutory assessment, children assessed for Private Fostering and families with no recourse for public funds, and supported by Family Support Service
- B)** Children in Need of Help and Protection - the quality of intervention and support for children on Child in Need, Child Protection Plans, pre-proceedings and Disabled Children, children whose parents are supported by DAIS and the Clinical Service
- C)** The Experiences of Children who are in Care - including those are open to Care Proceedings, children who are placed for adoption, Children who have left Care and Foster Carers, and looked after children who are on remand

- D)** Children who are at risk of Extra Familial Harm - including those who are missing, who are at risk of exploitation, who are on a Child Protection Plan due to Extra Familial Harm, and children who are supported through pre-and post-Court youth justice disposals. Also - all children who are supported by the Clinical Service.

Children's Leadership and Development Board (CLDB)

Co-chaired by the Chief Executive and Group Director for Children and Education, with membership from across corporate teams and an independent critical friend, CLDB is held every 2 months to support and challenge children's social care on its improvement journey and to achieve the best outcomes for children through the oversight and scrutiny of developments with the Children's Action Plan which is underpinned by 5 'Proud to be' priorities.

Children's Member Oversight Board (CMOB)

The Children's Member Oversight Board was established at the same time as the CLDB and is Co-Chaired by the Mayor and Deputy Mayor of Hackney. CMOB provides oversight and accountability on the progression of the Action Plan from an Elected Members' perspective. Meetings are held bi-monthly in accordance with the CLDB meetings cycle - with the agenda replicating that of the preceding CLDB meeting.

City and Hackney Safeguarding Children Partnership (CHSCP)

Keeping children safe in Hackney rises and falls on the strength of partnership working. CHSCP is a well established Board with long-service leadership overseeing arrangements and outcomes for safeguarding children in Hackney. The CHSCP Child Safeguarding Practice Review Child Q and subsequent action plan holds the partnership to account to maintain a child and safeguarding first approach, and is one example of the support and challenge CHSCP provides.

Safer Young Hackney Board (SYHB)

The impact of the SYHB was recently assessed in a joint agency inspection. Chaired by the Group Director for Children and Education, the SYHB aligns the work of the youth justice service with key strategic work, including the Hackney Safeguarding Children Partnership and Community Safety Partnership. The board is well-attended and provides an appropriate balance of support and challenge to the work of the youth justice service. Through comprehensive performance information risks to the service are systematically and extensively identified, adverse consequences are recognised, and mitigating actions are in place.

Children and Young People Scrutiny Commission

The Children and Young People Scrutiny Commission meets 6 times a year. The commission selects areas for reporting as well as routine challenge of data and performance. In the past year it has reported on the experiences of foster carers, care leavers, children excluded from school to name but not only. Each of these commissions has gone direct to the subjects of inquiry to contrast their experience against the views and ambition of the service and lays down a suite of recommendations which mandate a response. This vehicle provides additional member and senior leadership oversight of the services we provide.

Changes to the Hackney model of social work - STAR

As services integrate under one Hackney Children and Education Directorate, we are developing a practice model that underpins our approach in children's social care, education and health. The principles of this whole-system approach will be clearly embedded in the way all professionals in Children and Education work with Hackney children and families. A central drive for this change is that more can be done in Hackney to support children and families to facilitate change, support resilience and improve the life chances of all children living in Hackney.

A relational approach informs the way we think about children and families.

This approach is led by three key methods used by Children and Families, Education and Health to underpin this Relational Approach which are:

1. Systemic Theory (used widely in CSC)
2. Attachment and trauma informed practice (used widely in Education)
3. Anti-racist practice (developed and used across CSC, Education and health)

These 3 approaches are threads that are currently being weaved together under the relational approach and vision for Hackney Children's Services. Our Practice Model will provide clear techniques for practitioners across the service to work with children and families. In the Spring of 2023, the Outcomes, Business Intelligence and Strategy Service (OBIS) director and project team were appointed to lead this work across the group directorate to align SEND, Early Help, Integrated Commissioning for Children, Young People, Maternity and Families and Social Care. This will enable children to receive more holistic and timely support to meet their needs. It is anticipated this work will take 12 months to bring about the shape of the services we need and to develop a detailed workforce development strategy to embed our Systemic, Trauma-Informed and Anti-Racist approaches. OBIS have held workshops with colleagues in Early Help, Youth Justice, Clinical Services, Quality Assurance & Improvement, Safeguarding, Early Years, Early Help and Wellbeing Services, School Performance and Improvement to gather insights about what STAR means within these services as part of its discovery phase.

In October 2023 the STAR joint approach for Children and Education was launched. The approach has been co-created with colleagues across the directorate and is a non-pathologising way to understand each other and our residents. The STAR approach champions and encourages all staff, regardless of our role, to be reflective, collaborative and to act in the best interests of the children, families and colleagues we work with. Work will now be undertaken to build on this universal approach to turn this into a practice model for all practitioners across the Children and Education directorate.



Anti-Racism

Our ambition is for leadership and practice with children and families to take a proactive stance to address racism, discrimination and inequality and are in the early stages of the following:

Research through a lens of disproportionality is beginning to allow us to understand and identify common factors and tailor effective interventions earlier. In line with our Anti-racist approach, the first of these tailored interventions took place when designing the Edge of Care service where over 80% of referrals were from children (largely boys) from Black African and Caribbean backgrounds. We will be closely monitoring the impact of this service through 2023 into 2024 to hopefully see a reduction in the number of boys from Black African and Caribbean backgrounds becoming and remaining Looked After in late adolescence.

The Anti-Racist Practice Staff Reference Group, made up of colleagues from across the Children and Education directorate (including Integrated Health Commissioning) and colleagues from the wider Council, met in January 2023 for the first time in its new format. The Group comes together every six weeks and acts as a sounding board for the development of anti-racist activities in the directorate, providing transparency, accountability and opportunities for co-production, involving a range of colleagues from across the organisation.

Three appointments have been made to further the development of our anti-racist priorities; Head of Service for Race Equality and Inclusion, Race Equality and Inclusion Programme Manager and Senior Policy and Project Officer - all roles will sit across CFS and Education to ensure a single approach to our anti-racism work across the whole directorate. In addition, there is an Anti-Racist Practitioner for Children and Families who will support the rollout and embedding of the CFS Anti-Racist Practice Standards across the service, as well as working closely with service

managers and their teams, offering consultations to social workers, delivering anti-racist practice training and working with our partner agencies. The Anti-Racist Practice Standards have been rolled out with roadshows across the whole of CFS over the last 6 months, this has been a significant undertaking.

CFS staff from Black and Global Majority background have been encouraged to sign up for a seven-week course being run by Consultant Rowan Carr that examines and provides practical tools and approaches to antidote the effects that racial trauma has on the body.

As part of Black History Season in November and December 2022, CFS worked together with Adult Services to deliver four online lunchtime seminars for staff exploring how we can practically 'do' anti-racism in our day-to-day work, covering the following topics:

- What Doing Anti-Racism means for our Social Care Practitioners;
- Anti-Racism - A Focus on Intersectionality in Assessment and Care Planning;
- Anti-Racist Relationship Based Practice; and
- Supervision and Critical Reflection with an Anti-Racist Lens.

In partnership with the British Association for Counselling and Psychotherapy (BACP), CFS staff have worked to create a series of anti-racist podcasts, each of which is powerful and full of experience, questions and challenges that everyone can learn from.

In November 2022, Hackney CFS won the Workforce Development Award at the Children and Young People Now Awards - regarded as the 'gold standard for everyone working with children, young people and families'. The judging panel commended Hackney's inspirational work and highlighted how Hackney's Anti-Racist Praxis Conference in 2022 started a ripple effect of conversations and a wider commitment to anti-racist action in the sector. Nationally, Hackney CFS is now recognised as a leader in anti-racist practice.

A joint Children and Education Anti-Racist Action Plan is in place and aligns activities to reduce disproportionality across Children's Social Care, Hackney Education and Health. The Joint Action Plan also incorporates the recommendations put forward in the Anti Racist Praxis post-conference report, setting out how the Council will respond to these. The joint plan is based around four priority areas, as follows:

- Reducing Black Global Majority Rates of School Exclusions.
- Reducing Black Global Majority Rates of Entrants to Care.
- Improved Sign-Posting of Black Global Majority Families.
- Changing the way we Think, Talk and Act in relation to Anti-Racism.

In addition the plan incorporates key health priorities in relation to young black male mental health and disproportionate outcomes in relation to maternity services.

In October 2023, Hackney ran a month-long council-wide Anti-Racist Summit. The theme of this year's summit was 'Building Better Together'. The Children and Education element of the summit consisted of four dedicated days focusing on anti-racist culture, practice and behaviour as a Directorate and at an individual level. This consisted of an array of workshops, lectures, films and events to challenge and stretch our teams, while supporting staff to reflect on how they can move forward on our anti-racist journey. A 'day four' Hackney Council Anti-Racist Partnerships Day took place on 21 November 2023, where a wide range of partners including community partners were invited to:

- share feedback on the Council's anti-racism action plan commitments
- secure commitments from partners to work together to develop an anti-racist system, based on a shared understanding of racism and anti-racism and one shared approach.

Key initial Summit evaluation findings:

- The launch event on day one at St. John at Hackney Church was fully sold out - 550 places
- Over 2,700 individual viewers of the launch day live-stream, the biggest online attendance for a single event in Hackney Council's history.
- 2,221 unique bookings across 29 events
- Events had an overall average rating of 4.5 out of 5
- 92% of events had a reported average increase in knowledge and skills for those who attended
- For all questions asked on Qcast (interactive audience feedback platform), 72% of 683 responses were analysed to be positive

Child Q

Child Q was referred to our LADO service in 2020 following the notification by health professionals of her experiencing a strip search in school. LADO enquiries were initiated alongside a Child and Family Assessment, which has led to longer term support through early help and our CAMHS services. The Local Authority notified the City and Hackney Safeguarding Partnership (CHSCP) who made a collective agreement to undertake a Child Safeguarding Practice Review with notification to the National Panel.

In March 2022, the Child Safeguarding Practice Review for Child Q was published following consultation and engagement with Child Q and her parents. The Children's Commissioner, Dame Rachel De Souza, subsequently **reported about the strip-searching of children by police officers** across the country, prompted by the CHSCP review, and she found that Child Q's ordeal was far from an isolated case.

Hackney Council has made some significant changes in the past year: from launching a restorative justice pilot scheme to enable young people to share negative experiences of 'stop and search' with the Council and police officers; to work with MOPAC, the local police and the community to build

London's first representative 'Community Scrutiny Group'; to ongoing work to develop an innovative police and partnership training proposal - focused on anti-racism, adultification, cultural awareness, trauma awareness and unconscious bias - in order to learn from successes elsewhere.

In the local education system, Hackney Council have ensured schools created a new, more robust framework for searches conducted in schools; supported spaces on talking to and listening to children and staff affected by racism; expanded and rolled out adultification training and made it available to all schools; and are now in the process of creating an 'Inclusion Charter' to centre conversations and actions around disproportionality; and Hackney are continuing our work to diversify governing boards and expand

the young governor initiative, focusing on Black and Global Majority recruits.

A multi-agency action plan is in place in response to the findings within the CSPR for Child Q to create change in addressing structural racism and adultification. The **Child Q Update Report – Why was it me?** was released on 20 June 2023. On the 14 September the Independent Office for Police Conduct (IOPC) released the findings from their investigation into the treatment of Child Q. The IOPC found that four Metropolitan Police Service officers should face gross misconduct hearings and called for a 'substantial review of policing powers relating to strip searches of children'.

... Our ambition is for leadership and practice with children and families to take a proactive stance to address racism, discrimination and inequality...





Workforce and caseloads

Staff wellbeing

The Children and Education leadership team continue to hold regular all staff drop-in sessions on issues that affect the entire service. There has been significant efforts from the Group Director and Director for CFS to increase communication with staff across CFS following feedback in the council wide staff survey in 2021. The Director for CFS sends out a weekly newsletter which has a 60 % rate of review (outside of school holidays), suggesting over half the CFS workforce is reading this for updates about the service which includes training opportunities, good news stories, and vital information about practice, guidance and policy.

The senior leadership team recognised that the publication of the CSPR for Child Q was triggering for staff, particularly from Black and Global Majority backgrounds in the context of the racialised trauma. In response to this the Children and Education Directorate set up a series of peer support sessions for staff, including some exclusively for Black and Global Majority staff to respond to racialised trauma.

A survey in respect of staff experiences of racism was undertaken by our Promoting Racial Equality Leadership Group in May 2021. This survey highlighted the need for support to staff who have experienced and continue to experience racialised trauma within the workplace, within their communities, in the wider context of society and internationally. Peer Support Groups in response to racialised trauma were piloted from October

to December 2021 and an evaluation shared with the Chief Executive and senior leadership team in February 2022. Scoping is underway to develop a longer term strategy to support staff who experience racialised trauma.

In 2023, Hackney Council developed an offer of Racialised Trauma Counselling and CFS offered staff racialised trauma training which has received positive participant feedback. We run a weekly Racial Trauma Peer Support Group which is open to all Council staff. This group looks at improving staff wellbeing, especially those that have experienced other types of minoritised stress, exposed to difficult situations or vicarious trauma. Work continues on developing the support available for Black and Global majority staff and strengthening the Racial Trauma Therapeutic offer, and exploration is underway of how to provide staff in CFS with peer support groups and safe spaces.

Staff Reference Group

The Staff Reference Group, is chaired by the Director of Children's Social Care, has continued to meet on a 6 weekly basis. The group is open to all staff members with takeup from four out of five service areas currently represented. The group's role is to act as a critical friend and sounding board, supplying an additional line of communication to and from the director and staff. The staff reference group has met to discuss topics such as Child Q reflections amongst staff, and the service improvement Children's Action Plan.

Workforce data

Children and their families need to get the right help at the right time. We need to ensure work flows effectively through the service and that proportionate responses are offered in accordance with the needs or risk of harm to children - this should appropriately manage demand and create capacity in the service.

Percentage of agency social workers (FTE) as at 30 September

	2020	2021	2022	2023
Hackney	32 %	22 %	28.5 %	29 %
Statistical Neighbour	22 %	21 %	23.7 %	n/a
England	15.4 %	15.5 %	18 %	n/a

Percentage rate of social worker turnover as at 30 September

	2020	2021	2022	2023
Hackney	15.9 %	11.7 %	21.6 %	14 %
Statistical Neighbour	16 %	19 %	19 %	n/a
England	13.5 %	15 %	17 %	n/a

As at 30 September 2023, our social worker turnover rate for the year was 14 %, lower than our statutory return information as at 30th September 2022, which was 21.6 %. Turnover for Quarter 1 and 2 2023/24 was 7.3 %, compared with 13.1 % for Quarter 1 and 2 2022/23.

Cases (children) per social worker (based on FTE equivalents) as at 30 September - (this is updated annually)

	2020	2021	2022	2023
Hackney	16.4	14	15.4	14.7
Statistical Neighbour	14.0	15	15	n/a
England	16.3	16	17	n/a

Hackney's average social worker caseload, as calculated using the Department for Education methodology, has decreased over the past year as the number of children and the number of social workers have reduced in the service. However this measure does not reflect an accurate picture of caseloads for our social workers as it divides the number of children we are supporting equally across all case holding social workers, including our Consultant Social Workers and ASYE social workers who hold smaller caseloads. The reality for some social workers will be higher than this average caseload figure. As a result of individual casework allocation we are now more effectively able to monitor caseloads for individual practitioners and this enables us to be more agile in allocating resources according to need and there is a strong line of sight from the Director to the frontline practitioner which means that this is under constant review.

Recruitment and Retention

As a Local Authority we have prioritised the need to stabilise and value our workforce and the Director led a task and finish group during the autumn of 2022 which focused on improving staff retention and recruitment. As a result we have implemented a number of incentives:

- Retention bonus of £1500 every 6 months for social workers within Access and Assessment and Children in Need service areas.
- Establishing a Senior Social Worker role to support our practitioner career development pathways, this rolled out at the end of 2022.
- A streamlined process for agency social workers to progress into permanent roles without needing to go through the social work recruitment process, which was introduced in the Autumn 2022.
- Development of a Refer a Friend scheme which launched in the autumn 2022 and offered a £500 payment to anyone who referred a social worker to come to Hackney to work, paid to the referrer on successful appointment into role.
- Launch of an induction timetable in May 2023 for managers to ensure a planned and informative induction period for new starters.
- Parking Permits for social workers to use on an adhoc basis when needing to use a car for work purposes.
- Improved support and oversight of students and ASYEs with the introduction of the Senior Social Worker in Workforce Development Hub who joined in July 2022.
- A Social Work Apprenticeship has been offered to one internal employee who commenced in September 2023. This supports our ethos to promote career development from within the organisation.
- In person event to celebrate World Social Work day on 21 March 2023 hosted in the Town Hall and attended by the Chief Executive and the Deputy Mayor .

There remain challenges in recruiting and retaining social workers. This is reflective of a national issue and we know from speaking to other local authorities that they are experiencing the same issue.

As at 30 September 2023:

- There were 176.5 FTE permanent social workers
- There were 72.45 FTE agency social workers, representing 29.1 % of our social work

From 1 June 2022 until 31 May 2024, the pan-London Pledge is a commitment by Children's Services system leaders to work cooperatively and transparently to manage the agency market, improve the quality of agency staff and regulate pay rates within Children's Social Work. This London Pledge is designed to address challenges related to the supply and quality of agency workers through evidenced protocols and a commitment to transparent and co-operative working. The Boroughs agree that they will:

- Pay agency social worker staff at set rates.
- Work proactively to convert agency workers to permanent roles within 6 months.
- Adopt a common referencing standard.
- Not employ any qualified social worker leaving a permanent contract to take up an agency contract with another authority within London for a minimum of 6 months after leaving the permanent post.
- Commit to a 3-week notice period both in candidates joining and leaving placements.

The pledge has had varying degrees of impact, with some agency workers choosing to go outside of London to councils where the pledge does not apply, and some local authorities not applying pay rates consistently as agreed. Hackney is resolutely faithful to the principles of the pledge.



Learning culture

Continuing to strengthen our approach to Quality Assurance

The Hackney Children and Families Services Quality Assurance Framework provides insight into the quality of practice and the degree to which this is having a positive effect on children and their families in Hackney. Key to this is measuring impact - it is critical to understand what difference Hackney Children and Families Service and our partners are making for children.

Work has been underway to convert our Quality Assurance Framework into a Learning Framework and this was finalised in August 2023. Work will then continue into 2023 to fully embed this framework. This will ensure that the focus of our quality assurance activity across all of the Children and Families Service is on learning - about the quality of our practice with children, and about what is effective in improving this.

From November 2022 - April 2023, the Safeguarding and Quality Assurance Service have met with colleagues in Newham to learn about their approach to quality assurance and improvement work, in particular around auditing activity. This covered: structures and governance around auditing and quality assurance; audit training; follow-up and impact of auditing and quality assurance activity. Following this, the Quality Assurance and Improvement Team, working with the Mosaic Development Team worked to introduce an audit workflow onto Mosaic, directly linking audit actions into supervision - this went live in August 2023 and work to embed this and develop reports from Mosaic will continue into the autumn of 2023. A session has been planned for Newham colleagues to observe our Improving Outcomes for Children Board in November 2023 to gather insights about the impact this is having.



We have improved audit impact monitoring: three months after an audit has been completed that was scored 'Requires Improvement' or 'Inadequate', a review of the work completed by the auditor is undertaken by PDMs across CFS and the findings from this audit are shared with leaders. Headlines from the two most recent reports show that:

- Of 17 dip samples completed in June 2023, practice improved in 65 % of files, with practice rated as good in 59 % of files.
- This is an improvement compared to the 31 dip samples completed in April 2023, where 59 % of files improved in rating, with 49 % now rated as good.

Audit overview reports usually contain recommendations and/or actions to improve practice in the Children and Families Service. These actions are tracked at the Monthly Service Manager Audit Meeting which is

attended by Heads of Service and Service Managers, and chaired by the Head of Safeguarding Quality Assurance. These actions are also tracked at the monthly Improving Outcomes for Children Board, chaired by the Director of Children's Services, which considers key data and quality assurance information about each aspect of a child's journey across the Children and Families Service in depth. Each service area reports on the improvement work being undertaken in response to the actions arising from the audit programme. Our Live Learning Audits have shown that practice in the Children and Families Service over the last year has generally been improving - with audits rated as:

- Care leaver parents - June 2022, where 40 % of audits were rated as good and 52 % rated as requires improvement.
- Domestic abuse - December 2022, where 55 % of audits were rated as good and 39 % rated as requires improvement.
- Sexual harm - March 2023, where 67 % of audits were rated as good or outstanding and 26 % rated as requires improvement..
- Neglect - July 2023, where 41 % of audits were rated as good, and 56 % rated as requires improvement.



Financial Update

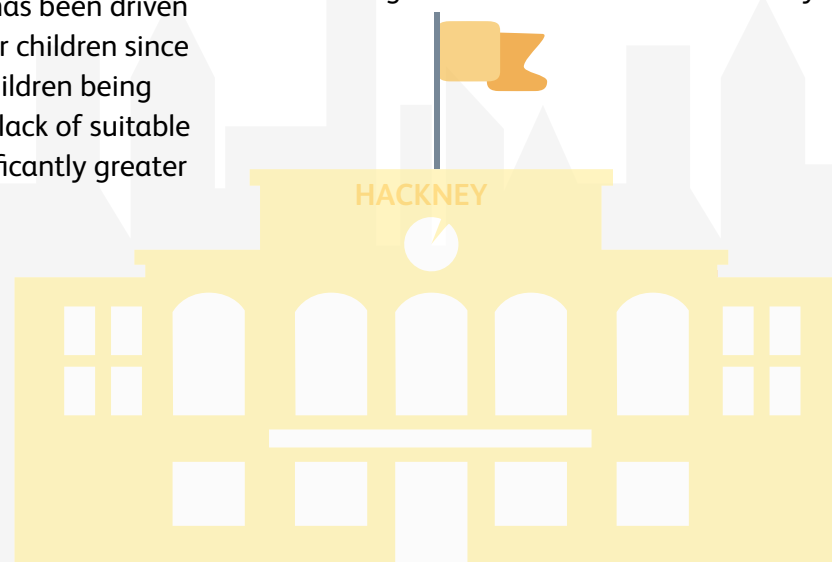
The outturn for 2022/23 for the Children and Families Service on a net budget of £64.9m was an overspend of £4.7m after use of grants and reserves of £12.4m including a drawdown on the commissioning reserve of £3.1m and £8.5m of Social Care Grant funding. There has been a requirement to draw down from the commissioning reserve since 2012/13 due to the increase in complexity and the number of children in care.

The financial position for 2023/24 is a net budget of £65.3m for the Children and Families Service, and the service is forecasting to overspend by £3.1m (as at September 2023) after use of reserves and drawdown of grants totalling £16.9m (including full use of the commissioning activity reserve of £2.7m and £13.0m of Social Care Grant funding). Within the current forecast, cost reduction proposals have been agreed by the service to reduce the overspend within the year, and these are tracked on a monthly basis.

The Children and Families Service has continued to make contributions to the efficiency agenda of the Council. Over the previous ten years the service has delivered £12.5m savings with a further £1.4m targeted to be delivered in 2023/24. The increase in commissioning costs has been driven by an increase in complexity and the number of looked after children since 2011/12. There is a continuation of a large proportion of children being placed with independent fostering agencies (IFAs) due to a lack of suitable in-house foster carers. The cost of an IFA placement is significantly greater

than that of an in-house placement. The service continues to be proactive in recruiting in-house foster carers to meet demands across the service and the Council has incentivised this by providing Council Tax discounts to foster carers in the borough and a weekly allowance to those who live outside Hackney.

Hackney has also seen an increase in residential placements since 2015 adding considerable budget pressures with an average annual unit cost of circa £300k. There have been some improvements more recently in the number of residential placements, and the service is working proactively to reduce the level of placements. We are also seeing a rise in the number of under 18s in high-cost semi-independent placements. Where young people in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages. These pressures have been recognised by the Group Director of Finance & Corporate Resources with a growth of £13.4m in total included in the budget across a number of financial years.



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Title of Report	Stamford Hill Area Action Plan Proposed Submission Version	
Key Decision No	CHE S246	
For Consideration By	Cabinet and Council	
Meeting Date	26 February 2024 And 28 February 2024	
Cabinet Member	Councillor Nicholson, Deputy Mayor and Cabinet Member for Housing Supply, Planning, Culture and Inclusive Economy	
Classification	Open	
Ward(s) Affected	Stamford Hill West, Springfield, Woodberry Down and Cazenove	
Key Decision & Reason	Yes	It affects more than two or more wards
Implementation Date if Not Called In	N/A	
Group Director	Rickardo Hyatt Group Director, Climate, Homes and Economy	

1. Cabinet Member's introduction

- 1.1. The Stamford Hill Area Action Plan (AAP) describes a community led vision for future development in the Stamford Hill neighbourhood and the Planning policies to realise this vision. It is the culmination of extensive community engagement undertaken with thousands of local residents and community organisations over the course of the last seven years which has included the development of and the formal consultation on 'Towards a Stamford Hill Plan' in 2017 and a 'Draft Stamford Hill Area Action Plan' in 2021. To achieve these milestones of the plan making process there has been extensive community engagement informed by evidence gathering and intensive policy development work which has taken place over a sustained period of time.
- 1.2. The objective of this extensive engagement was to bring together the wide range of stakeholders living in the Stamford Hill neighbourhood and better understand the range of social needs and ambitions for the built environment

and the future of the neighbourhood alongside a range of concerns. These conversations have been used to arrive at a collective vision and set of objectives for the future of Stamford Hill. The area plan goes beyond planning bricks and mortar development, to thoughtfully considering the need to support the wellbeing and different needs of the diverse communities living in Stamford Hill and the Council's objectives to help realise strong cohesive communities in Hackney.

- 1.3. This extensive participatory consultation confirmed the need for a range of bespoke planning policies for Stamford Hill to respond to the neighbourhoods unique challenges. The area plan aims to strike the right balance between enabling growth to address the intense need for family housing and social and community infrastructure while maintaining the built character and design quality of the neighbourhood. The associated Stamford Hill Design Guide provides further detailed planning guidance to inform and guide implementation.
- 1.4. The area plan will help maintain and enhance those characteristics that residents value, including enhancing the well used local shopping centres to help diversify and strengthen the service offer available to residents. It also advocates enhancing the important green infrastructure and connecting corridors that cross the area. The Plan also seeks to maximise and direct the opportunities for expanding the provision of community infrastructure and commercial spaces that provide employment and business opportunities.
- 1.5. The area plan will help make sure that the planning processes effectively deliver high quality development that enhances the rich heritage and special character of the neighbourhood. However, the extensive consultation has also highlighted the need for an ongoing effort from the Council and its partners to not only ensure the area plan itself is effectively delivered but a clear implementation framework is included to ensure the appropriate action is taken to curate the neighbourhood going forward and realise the vision and objectives of the area plan.
- 1.6. Approval is sought from Cabinet and Council to publish the Stamford Hill Area Action Plan (Regulation 19 Publication Version) and to take this next procedural step towards the examination in public led by the Planning Inspectorate and the formal adoption of the Area Action Plan.
- 1.7. I commend this report to the Cabinet and to Full Council.

2. Group Director's introduction

- 2.1. This report seeks Cabinet and full Council's approval to publish the proposed submission version of the Stamford Hill Area Action Plan under Regulation 19 of the Local Plan Regulations (2012) for consultation prior to submission to the Government for an independent examination in public. This follows

consultation on a Draft Stamford Hill Area Action Plan, approved by Cabinet in November 2021.

- 2.2. Building on the Local Plan (LP33), the strategic planning document used to direct and guide future growth and development across the borough, the AAP identifies specific planning policies for Stamford Hill. Once adopted, the AAP will form part of the Development Plan for Hackney. It will be used, along with the Local Plan 2033 (LP33, 2020) to determine planning applications in Stamford Hill.
- 2.3. The Stamford Hill Area Action Plan (Regulation 19 Publication Version) has been prepared in line with relevant national planning policy as set out in the National Planning Policy Framework 2021 and the process of preparation has met the requirements for relevant planning and other legislation. It is an important document that responds to the challenges and opportunities in this part of Hackney, identified through extensive consultation and evidence gathering over the last few years development of the AAP with the community.
- 2.4. Before development plan documents like Area Action Plans can be adopted, they must be published for consultation and then submitted to the Government for an independent examination in public. Cabinet and Council approval is therefore sought to publish the Proposed Publication Version of the Stamford Hill AAP for public consultation and submission to Government for examination.

3. Recommendations

3.1. Cabinet is asked to:

- 1. Recommend to Full Council to approve the proposed submission Stamford Hill Area Action Plan at appendix 1 for publication and subsequent submission to Government for an independent examination in public.**
- 2. Recommend to Full Council to delegate authority to the Group Director, Climate, Homes and Economy to approve administrative alterations, graphical, typographical amendments, to improve cross referencing (e.g. para numbering, page numbering) ahead of consultation or ahead of submission to Government for examination in public.**

3.2. Council is asked to:

- 1. Approve the proposed submission Stamford Hill Area Action Plan at appendix 1 for publication and subsequent submission to Government for an independent examination in public.**

2. Delegate authority to the Group Director, Climate, Homes and Economy to approve administrative alterations, graphical, typographical amendments, to improve cross referencing (e.g. para numbering, page numbering) ahead of consultation or ahead of submission to Government for examination in public.

4. Reason(s) for decision

- 4.1. Following consultation on a draft Stamford Hill AAP, the Council has now produced the proposed submission version of the Stamford Hill Area Action Plan (Stamford Hill Area Action Plan, 2024 Regulation 19 Publication Version). The Council is to publish this for comment before submitting it to the Secretary of State for independent examination in public. The AAP will manage existing development pressures and shape future growth in a sustainable manner.

5. Details of alternative options considered and rejected

- 5.1. The alternative is not to produce an Area Action Plan for the Stamford Hill area and rely on the adopted borough-wide Local Plan policies. This has been rejected as the AAP is considered necessary to provide an essential framework for growth which responds to the specific needs of the Stamford Hill community and safeguards the area's unique character.
- 5.2. The AAP will ensure that development delivers real benefits to the community, particularly in terms of maximising the supply of larger family homes, improving open space and the public realm more broadly, and enabling the provision of new education and community facilities and improving local shopping centres in Stamford Hill. In producing the Stamford Hill AAP, the Council has engaged positively with the community and different groups and organisations within it to shape the vision for the future of Stamford Hill and inform the objectives and detailed planning policies.

6. Background

- 6.1. In November 2021, the Cabinet approved a Draft Stamford Hill AAP for public consultation. This took place from December 2021 to February 2022. Following this consultation on a draft, and an extended period of consultation and engagement prior to this, the Stamford Hill AAP is now ready to be submitted to the Government for an independent examination. In line with legal requirements the Council needs to publish the 'Publication Version' AAP for comment first.
- 6.2. Cabinet is now asked to recommend approval to full Council and full Council is asked to approve publication of Stamford Hill AAP (Publication Version, Regulation 19) for submission for an examination.

Policy Context

- 6.3. Stamford Hill AAP, like the Local Plan (LP33) is a development plan document (identified in the Planning and Compulsory Purchase Act 2004) is part of the Council's policy framework defined in the constitution.
- 6.4. The Stamford Hill AAP must be consistent with and complement the Hackney Local Plan LP33 adopted in 2020. It also addresses the commitment in Hackney's Strategic Plan 2022 - 2023 to finalise and adopt a Stamford Hill Area Action Plan.

The scope and content of the AAP

- 6.5. The Stamford Hill AAP (Publication 19, Publication Version) is included as Appendix 1 to this report. LP33 sets out the strategic policies and will be used to assess the amount of affordable housing and affordable workspace that must be provided amongst other matters. These policies are not repeated. Instead the role of the Stamford Hill AAP (Publication Version) is to provide additional detailed planning policies.
- 6.6. The Stamford Hill AAP (Publication Version) sets out a vision and objectives for development. It includes development management policies across seven themes which are: Housing, Local Enterprise and the Economy, Community Wellbeing, Design & Historic Environment, Public Realm and Green Infrastructure. The AAP identifies 9 sites within the Plan boundary as Site Allocations. These are individual sites of strategic importance where preferred land uses and mix, indicative capacity, building heights and development principles are indicated. The AAP also includes an Implementation Strategy, highlighting specific actions that will support effective delivery of the AAP vision.
- 6.7. The policy approaches identified respond to the specific issues in Stamford Hill. These issues are derived from consultation and a review of evidence and are summarised, along with the policy response in the AAP, below.
- 6.8. **Housing:** There is a significant need for genuinely affordable housing, in common with other parts of the borough. Stamford Hill is subject to the affordable housing requirements established in LP33 and the AAP will contribute to the delivery of the 3,000 homes in Woodberry Down/ Stamford Hill LP33 identifies. There is a particular need for larger family homes, particularly for Stamford Hill's Orthodox Jewish communities to reduce overcrowding.
- 6.9. A more enabling approach towards housing extensions to alleviate overcrowding and create more space was advocated by a large number of respondents to consultation. However, some respondents raised significant concerns about two storey roof extensions on the grounds of design, loss of amenity and impact on the street. More broadly concerns around the effect

of incremental and uncoordinated development on character and identity of the area were also highlighted.

6.10. The AAP sets out policies which will:

- Maximise the provision of 4+ beds across all tenures in new development to address both affordability and overcrowding issues while also providing a mix of smaller units for smaller households and to encourage residents to 'downsize' unoccupied larger family homes. This is supported by local viability evidence.
- Ensure a mix of housing is provided by ensuring that the conversion of larger homes in Stamford Hill provides a family unit (4+ bedroom).
- Further maximise the delivery of larger family sized housing by enabling larger extensions where these are of a high design quality and are appropriate to the street, balancing the need for larger homes with the effect on the character of the area. A Stamford Hill Design Guide Supplementary Planning Document is also being prepared to support the effective implementation of this policy.

6.11. **Local Enterprise and Economy:** Full time employment in Stamford Hill is lower than the rest of Hackney. There is a range of commercial and light industrial uses, but the dominant employment source is retail. The Town Centre is popular and well used. Consultation responses reflected a desire to support a more diverse shopping offer and avoid any decline or narrowing of the range of goods available.

6.12. The AAP sets out policies which will:

- Reinforce the town centre as the main destinations for shops alongside commercial, leisure and cultural uses in order to protect their vitality and viability in line with LP33.
- Use planning powers to manage the change of use to retain a diverse retail offer, while recognising that national changes to planning 'use classes' limit planning controls that can be exercised on changes between different town centre uses.
- Amalgamation of retail units to provide larger floorspace where appropriate.
- 4 of the 9 site allocations require the inclusion of commercial uses on site

6.13. **Social and Community Infrastructure:** Stamford Hill has a diverse and growing population, with the ONS data alone indicating that the birth rate and growth of 0-5 year olds is higher than the rest of Hackney. One of the biggest challenges facing the AAP is to address social infrastructure that is currently under pressure, especially community space and faith-based school places in the independent sector.

- 6.14. The AAP sets out policies which will:
- Encourage co-location of different community uses and make better use of existing underutilised facilities and guide new social and community uses to the most sustainable and appropriate locations.
 - Provide a flexible and enabling policy framework that supports the provision of new social and community facilities, including schools, to accommodate the different and unique needs of the community in Stamford Hill.
 - Through actions defined in the implementation strategy, continuously assess social and other infrastructure needs of communities living in the area.
- 6.15. **Design & Heritage:** Stamford Hill has a more suburban character than other parts of the borough with relatively low density and almost 40% of the area made up of terraced housing. Community engagement highlighted concerns that the built heritage and character of the area is being incrementally eroded. By contrast many respondents felt that there was an overfocus on conservation and character issues at the expense of meeting housing needs.
- 6.16. The AAP sets out policies which will:
- Includes policies to ensure that any new development responds positively to the defined qualities which includes respecting the prevailing scale, form and grain of development and making appropriate use of building materials.
 - Defines 16 Character Areas that are important to conserving and enhancing the area.
 - Sets out (in part 4, chapter 1 on housing) an enabling framework for the delivery of housing, taking a design led approach.
- 6.17. **Public Realm:** Improving the walking and cycling environment is a corporate objective reflecting in the Council's Transport Strategy and Climate Action Plan. The consultation responses suggested a general consensus about improving pedestrian safety and introducing better cycling and walking routes in the area along with general support for improving the public realm more broadly. However, there were some concerns about implementation issues including impacts on parking provision, especially on Dunsmore Road.
- 6.18. The AAP sets out policies which will:
- Ensure that new development responds positively to the public realm in Stamford Hill and addresses issues concerning pedestrian & cyclist safety.
 - Support the opening up of access to the River Lea and related improvements to the pedestrian environment.

- Support the delivery of a range of public interventions that aim to improve connectivity, accessibility, urban greening and create child-friendly environments in five cluster areas identified as: Stamford Hill District centre, Dunsmure Road, Stamford Hill Boulevard, Ravensdale Road to the River Lea and Oldhill Street. The AAP will also highlight that these will be the subject of separate consultation.

6.19. **Green Infrastructure:** The evidence identifies deficiencies in open space and play space in Stamford Hill. There was general support, in consultation responses, for improving green infrastructure. However, this also revealed differences over the relative priority to be given to open space compared to demand for community facilities and housing.

6.20. The AAP sets out policies which will:

- Require development to support key green infrastructure, with a focus on key links and opening up access to open space
- Support enhancement of the natural environment including Wetlands to Wetlands Greenway

7. Main changes to the Draft Stamford Hill AAP, 2021

7.1. The issues raised through consultation are complex interlinked and many go well beyond the scope of planning. All responses have been carefully considered. There is a high degree of continuity between overall policy direction in the 2021 Draft SPD and this Publication Version. However, there have been some significant revisions. These include:

- Revising the vision text to better reflect the range of ambitions for the area and to include a focus on community cohesion. Linked to this, a more nuanced presentation of the main challenges and opportunities is included to better reflect the diversity of communities in the area and the positive contribution of the Charedi community.
- Clarifying the housing mix for new development in Stamford Hill based on updated assessment of housing need.
- New site allocations were added to the five in the 2021 draft which will contribute to delivering the housing and commercial space envisaged in LP33.
- While specific sites for education or community facilities are not identified in site allocation, an enabling policy for their provision is provided. A criteria based approach provides the flexibility needed to respond to changes in demand for social infrastructure and clear planning criteria to manage associated impact.
- Incorporation of a more detailed, action focused implementation plan to ensure effective engagement with stakeholders continues into the implementation phase and to monitor the impact of the AAP, including

the delivery of key infrastructure, including schools, site allocations and public realm projects.

- 7.2. In addition to these changes, minor revisions were made to ensure stronger alignment with more recently produced corporate strategies, for example the Hackney Climate Action Plan, 2023 and Hackney Local Nature Recovery Plan, 2023. Ensuring policies are clear and unambiguous is a requirement of national policy and helps save time and money for all parties at the planning application stage. Therefore drafting revisions were made to provide a more precise expression of design and other criteria and to avoid repetition or ambiguity.

Equality impact assessment

- 7.3. The Stamford Hill AAP has been informed by an Integrated Impact Assessment which includes an Equalities Impact Assessment and the conclusions have been considered. The Equalities Impact Assessment did not find that there were any significant negative impacts from the AAP policies on those with Protected Characteristics.
- 7.4. This discharges the Council's public sector equality duty in the Equality Act 2010 by having due regard to:
- eliminating discrimination; harassment and victimisation;
 - advancing equality of opportunity between persons who share a protected characteristic and persons who do not share it; and
 - fostering good relations between persons who share a relevant protected characteristic and persons who do not share it.

Sustainability and climate change

- 7.5. A Sustainability Appraisal has been undertaken as part of the Integrated Impact Assessment to ensure that the plan meets agreed sustainability objectives. Assessment of significant effects of policies and site allocations on climate change was included in the Integrated Impact Assessment.

Consultations

- 7.6. The Town and Country Planning (Local Planning) (England) Regulations 2012 require that development plans documents like Local Plans and AAPs are subject to consultation. Plan making authorities must:
- Notify key stakeholders that the plan is being prepared and the scope of the plan (Regulation 18) and
 - Publish the plan for comments before it is submitted for independent examination and make it available (Regulation 19)
 - Ensure all consultation aligns with any adopted Statement of Community Involvement

- 7.7. The approach to developing the Stamford Hill AAP has gone well beyond these minimum statutory requirements and the Council's Statement of Community Involvement, 2014 and temporary amendments in response to coronavirus (Covid-19) for Plan-Making, June 2020.
- 7.8. The decision to prepare the Stamford Hill AAP evolved from discussions relating to Neighbourhood Planning during 2013 and 2014. Two local groups with distinct visions for the area applied to establish a Neighbourhood Forum in Stamford Hill. Both groups had local support, but very different approaches in relation to planning. Working with both local groups, the Council has proposed an alternative approach which was to develop an AAP for Stamford Hill. Meetings were held with both groups and a strategy agreed which resulted in the refusal of both applications for Neighbourhood Forums and the commitment from the Council to resource an AAP for Stamford Hill and to develop this in an inclusive way.
- 7.9. A Cross Party Steering Group was established at the end of 2014 to manage the production of the Plan. Membership of the Steering Group includes senior officers from the planning team and Councillors from the Stamford Hill West, Springfield, Woodberry Down and Cazenove wards. The Steering Group is responsible for making all major decisions in respect of the consultation process as well as ensuring overall quality of output in accordance with relevant Council standards and statutory processes.
- 7.10. The Council also set up a Community Panel in 2015. The Community Panel, aided by an independent facilitator, meets up to 4 times a year. The Community Panel includes community representatives and local organisations. The primary purpose of the Community Panel is to ensure that a range of local views are taken into account in the policies developed in the AAP and to help ensure that consultation reaches a wide audience. The make up of this group aims to reflect the demographic, faith and ethnic profile of the diverse community in Stamford Hill. Members are all volunteers who have given their time to shape the Area Action Plan.

Towards a Stamford Hill Plan', December 2016

- 7.11. An 18-month engagement programme including drop-in events, questionnaires, sessions with local schools and workshops covering different themes informed the key issues set out in the 'Towards a Stamford Hill Plan'. Public consultation on the 'was undertaken in Spring 2017. More than 2,000 responses over an eight week period.

Draft Stamford Area Action Plan, 2021 (Extended Regulation 18 Consultation

- 7.12. The Draft Stamford Area Action Plan, 2021 (Extended Regulation 18 Consultation) was consulted on from December 2021 to February 2022. The consultation provided an opportunity for people to comment on more detailed policies. Extensive efforts were made to disseminate information about the consultation. Advertisements were placed in the December 2021 edition of Hackney Today, which is distributed to 108,000 homes and businesses in Hackney. Council e-newsletters were sent to over 9,000 subscribers and social media platforms such as Facebook, Twitter and Instagram were utilised to promote the consultation. In addition, an email was sent to each of the over 1300 contacts on the Strategic Planning Consultee list, ensuring that key stakeholders were informed and invited to participate.
- 7.13. To further facilitate access to the consultation materials, hard copies of the plan, summary documents, evidence base and questionnaires were made available for viewing at prominent locations such as Stamford Hill, Stoke Newington and Hackney Central libraries. An additional hard copy questionnaire designed in consultation with the Interlink Foundation to encourage responses from Charedi residents. The Council also organised two outdoor in-person events and officers attended two virtual ward forums to provide an overview of the plan and address questions from residents. These efforts were undertaken to ensure that the consultation process was comprehensive, inclusive and accessible to all members of the Stamford Hill community.
- 7.14. In response:
- The Council received feedback from 1488 respondents
 - Through 'Common Place', an online engagement portal, 298 completed 'Quick Feedback' and a further 341 completed the full online questionnaire
 - 531 'Quick Feedback' forms and 204 full questionnaires were received in hard copy
 - 114 representations were received via emails.
- 7.15. The established approach of going beyond minimum legal requirements will be continued for consultation on Stamford Hill AAP (Publication Version, Regulation 19). The approach to dissemination set out in paragraphs 7.10 to 7.13 above will be replicated. In addition, all respondents to the consultation will also be invited to express an interest in taking part in the independent examination in line with requirements. These requests along with comments will be submitted to the Government and reviewed by the independent Planning Inspector.

Risk assessment

- 7.16. A full risk assessment has been carried out as part of the project plan produced for the AAP. The outcome of this has informed the 'reasons for decision' set out above.

Next Steps

7.17. If Cabinet recommends approval and Council approves publication and consultation on the Stamford Hill AAP (Regulation 19 Publication Version), the document will be consulted on in Spring 2024. It will then be submitted along with all comments received on it and evidence documents to the government for an independent examination. Subject to the conclusions of this Inspector's report, the AAP can then be formally adopted by the Council. A Planning Inspector will be appointed to test the plan to establish whether it is 'sound'. To be sound, a Plan needs to:

- meet the objectively assessed needs of an area
- be justified by evidence
- be able to be effectively implemented and
- should be consistent with national planning policies.

7.18. If during the course of the examination it is identified changes are needed for soundness, these will be the subject of further consultation and will be reported back to Cabinet and Council for approval. The Inspector will then produce a report on findings and decide on whether the plan is 'sound'. Subject to the conclusions of this Inspector's report, the AAP can then be formally adopted by the Council. The key milestones are set out in Table 1.

Table 1: Stamford Hill AAP key milestones for plan production

AAP Milestone	Dates
Cabinet & Council consideration of the Proposed Submission	February 2024
Consultation on the Stamford Hill (Regulation 19 Publication version)	Spring 2024
Submission of the AAP to Government for examination	Spring 2024
Examination of the AAP and potentially consultation on proposed modifications required for soundness	Summer 2024*
Adoption	Winter 2025*

8. Comments of the Interim Group Director, Finance

8.1. This report seeks Cabinet approval for the release of the planned submission version of the Stamford Hill Area Action Plan (AAP) in accordance with Local Plan Regulations (2012), an important step towards formalising the plan's inclusion into the local planning framework.

8.2. This detailed plan lays out the goals, principles, and strategies for the development of Stamford Hill in the future. It underlines the need to strike a

fine balance between meeting particular issues and preserving and strengthening the area's individual characteristics.

- 8.3. The AAP was created as a result of intensive consultation with neighbourhood residents and community organisations. This is consistent with the Council's commitment to involving the community and making sure that policies are sensitive to their needs and aspirations. The Council's objective of fostering community welfare is directly supported by the plan's emphasis on upgrading social infrastructure, community amenities, and schools.
- 8.4. The process of developing the AAP, conducting consultations, and preparing associated documentation have costs related to staffing, administration, public engagement activities, and materials which have been covered by existing resources.

9. Comments of the Acting Director of Legal, Democratic and Electoral Services

- 9.1 The recommendations sought in Section 3 of this report are Key Decisions as they concern decision making that is likely to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Council.
- 9.2 Pursuant to Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 before submitting a local plan to the Secretary of State, the Local Planning authority must (a) make a copy of the proposed submission document and a statement of the representations procedure available in accordance with the regulations and (b) ensure that a statement of the representations procedure and a statement of the fact that the proposed submission document is available for inspection and the of the places and times at which they can be inspected, is sent to each of the general consultations bodies and each of the specific consultation bodies invited invited to make presentations under regulation 18(1).

Cabinets authority to approve the recommendations

- 9.3 Cabinet is authorised to approve the recommendation in Section 3 of this report pursuant to the Mayor's Scheme of Delegation (See Note 3 and the section on 'Policy Framework' which grants Cabinet the responsibility for making recommendations to the Council on the Local Development Framework (now known as the Local Plan) and Local Area Action Plans).

Council's authority to approve the recommendations

- 9.4 The Council is authorised to approve the recommendations in Section 3 of this report pursuant to:

i) Part 2, Article 4.7(b) of the Constitution which states that the Full Council will among other things exercise functions on approving or adopting the policy framework. Articles 4.8 and 4.9 of the Constitution define the policy framework, which includes ‘the Local Development Framework’ prepared pursuant to section 15 of the Planning and Compulsory Purchase Act 2004. Section 15 of this Act has been amended and now refers to ‘development plan documents’ instead and includes strategic planning policies such as the Stamford Hill (AAP); and

ii) Part 2, Article 4.8(a) (and Article 4.7(b)) of the Constitution which authorises Full Council to approve or adopt plans including the Local Development Framework (which includes the Stamford Hill (AAP)).

Appendices

Appendix 1 - Stamford Hill Area Action Plan (AAP) Proposed Submission Version

Background documents

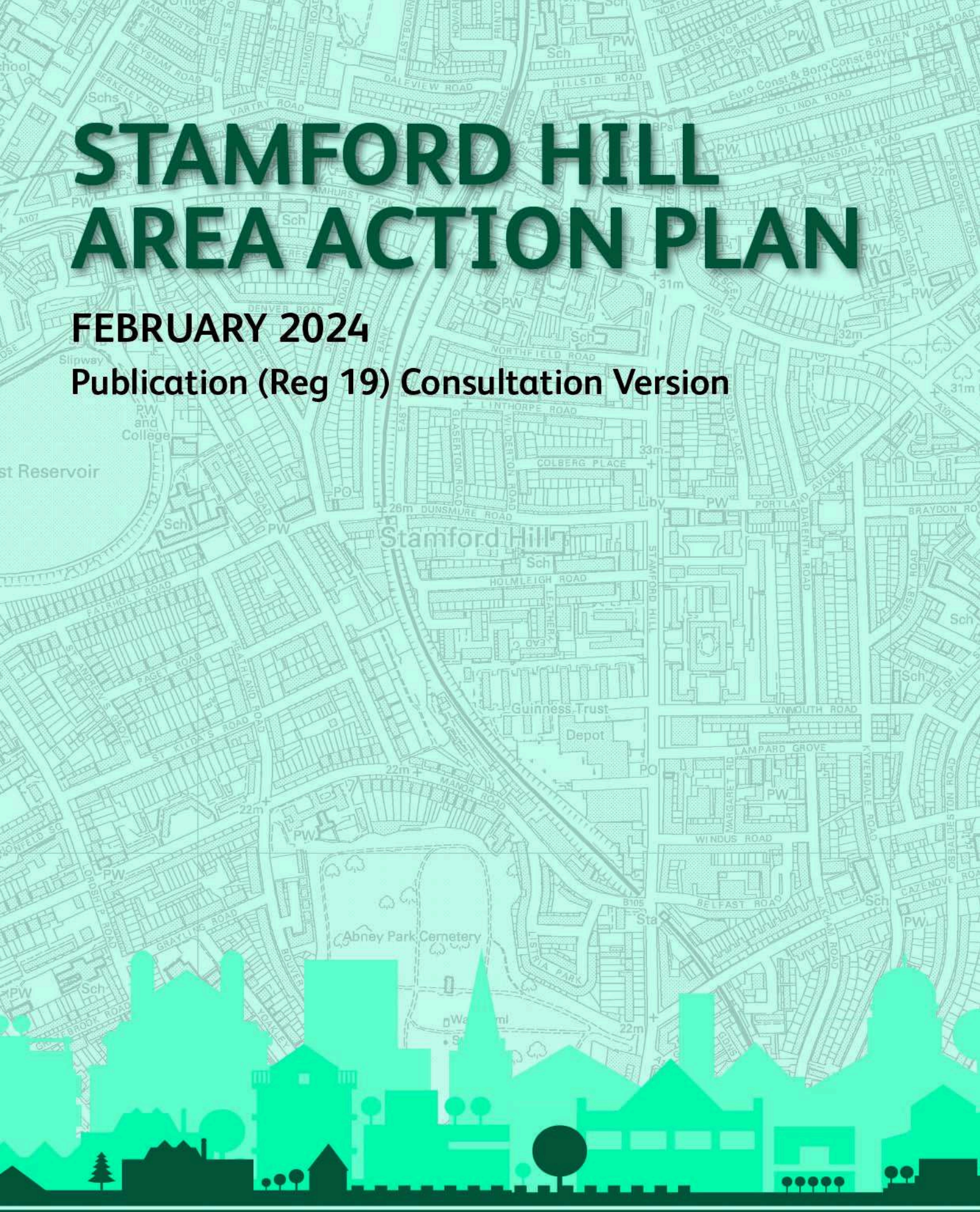
None

Report Author	Kwame Nuako Senior Strategic Planning Officer Kwame.nuako@Hackney.gov.uk Tel: 020 8356 2934
Comments for the Interim Group Director, Finance prepared by	Nurur Rahman Group Accountant nurur.rahman@hackney.gov.uk Tel
Comments for the Acting Director of Legal, Democratic and Electoral Services prepared by	Christine Stephenson Specialist Planning Lawyer Christine.stephenson@hackney.gov.uk Tel :0208 356 3578

STAMFORD HILL AREA ACTION PLAN

FEBRUARY 2024

Publication (Reg 19) Consultation Version



Contents

Contents	2
1. Introduction	5
1.1 What is the Stamford Hill Area Action Plan?	5
1.2 Planning Policy Context	5
1.3 Evidence Base	9
1.4 Engagement and Consultation	9
1.4 Next Steps	11
2. Stamford Hill's Identity, Opportunities and Challenges	13
2.1 Stamford Hill Today: Location and Role	13
2.2 Key Issues, Opportunities and Challenges	18
3. The AAP Framework: Visions and Key Objectives	20
3.1 Vision Statement:	20
Stamford Hill Connected	20
3.2 Key Objectives	20
4. Stamford Hill AAP Area Wide Policies	23
Chapter 1 Housing	24
Policy AAP1: Dwelling mix	25
Policy AAP2: Residential Conversions of houses to flats	26
Policy AAP3: Residential Extensions and Alterations	27
Chapter 2 Local Enterprise and Economy	30
Policy AAP4: Local Enterprise and the Economy	31
Chapter 3 Social, Community and Cultural Infrastructure	34
Policy AAP5: Social, Community and Cultural Infrastructure	35
Chapter 4 Design and Historic Environment	39
Policy AAP6: Delivering High Quality Design	39
Chapter 5 Public Realm	45
Policy AAP7: Public Realm	45
Chapter 6 Green Infrastructure	47
Policy AAP8: Green Infrastructure	48
5. Site Allocations	56
SHAAP 01 – Ravensdale Industrial Estate	58
SHAAP 02 – Land adjacent to Stamford Hill Station Railway	62
SHAAP 03 – 151 Stamford Hill, N16 5LG	65
SHAAP 04 – ASDA Village, 158 Clapton Common, E5 9AG	68
SHAAP 05 – Morrisons, 47–49 Stamford Hill, N16 5TB	72
SHAAP 06 – Sainsbury's Stamford Hill Broadway, 1 Amhurst Park, N16 5LW	76
SHAAP 07 – Chasidey Belz Beth Hemedrash – 99 Bethune Road, Stamford Hill, London	

N16 5ED	80
SHAAP 08 – 12 to 43 Stamford Hill, Hackney, London N16 5SR	83
SHAAP 09 – Lincoln Court Infill Sites, 115–135 Bethune Road, N16 5DZ, N16 5EB, N16 5EA	
Stamford Hill Bus Garage Opportunity Site	91
6. Implementation Strategy	86
Development Management	86
Developer Contributions	86
Viability	87
Table 2: Implementation Framework	87
Monitoring	89
7. Schedule of LP33 Policies Superseded by the Stamford Hill AAP Policies	90
8. Schedule of Site Allocations Replaced by the AAP	91
9. Glossary	92
10. Appendix 1: Public Realm Projects	105

List of Figures

Figure 1: The relationship of the Stamford Hill AAP with other plans and policies in Hackney	7
Figure 2: Stages to the Creation of the Stamford Hill AAP	12
Figure 3: Stamford Hill AAP boundary	14
Figure 4: Stamford Hill AAP area 1893–1915	15
Figure 5: Stamford Hill AAP area 1950s	16
Figure 6: Stamford Hill AAP area 1970s	17
Figure 7: Stamford Hill Key Diagram	22
Figure 8: Stamford Hill Designated District and Local Centres	33
Figure 9: Stamford Hill Character Areas	42
Figure 10: Local Character Areas and Qualities	42
Figure 11: Open Space Access and Deficiency in Stamford Hill	50
Figure 12: Green Chains and Green Corridors in Stamford Hill	51
Figure 13: Wetlands to Wetlands Greenway	51
Figure 14: Local Flood Risk Zones in Stamford Hill	55
Figure 15: Stamford Hill Site Allocations	57
Figure 16: Stamford Hill District Centre (area 01) Public Realm Strategy	108
Figure 17: Dunsmure Road (area 02) Public Realm Strategy	59
Figure 18: Stamford Hill Boulevard (area 03) Public Realm Strategy	60
Figure 19: Ravensdale Road to River Lea (area 04) Public Realm Strategy	63
Figure 20: Oldhill Street (area 05) Public Realm Strategy	60
	63

List of Tables

Table 1: Site Allocations and Capacity	60
Table 2: Implementation Framework	90
Table Pr1: Stamford Hill District Centre Public Realm Improvement	107
Table Pr2: Dunsmure Road Public Realm Improvement	109
Table Pr3: Stamford Hill Boulevard Public Realm Improvement	111
Table Pr4: Ravensdale Road to River Lea Public Realm Improvement	113
Table Pr5: Oldhill Street Public Realm Improvement	115

Accessibility Statement

If you require this document in a different format, please email planmaking@hackney.gov.uk

We will consider your request and get back to you in the next five working days.

1. Introduction

1.1 What is the Stamford Hill Area Action Plan?

The Stamford Hill Area Action Plan (AAP) is a planning document which will provide a comprehensive framework for Stamford Hill for the next 15 years. The Plan will manage existing development pressures and shape future growth in a sustainable manner.

The Plan evolved from discussions relating to Neighbourhood Planning which took place in Stamford Hill during 2013 and 2014. Two local groups with different objectives applied for Neighbourhood Forums in Stamford Hill. Both groups had local support, but different approaches to planning for Stamford Hill. Working with both of the groups, the Council developed an alternative approach which resulted in agreement with these groups to develop a fully inclusive AAP for Stamford Hill.

The AAP provides a framework for growth which safeguards the area's unique character. It will be used to guide future development in the area. The AAP will ensure that development delivers real benefits to the community, particularly through maximising the supply of large family homes, improving public space and public realm, providing new schools and community facilities and improving local shopping centres. In producing the Stamford Hill AAP, the Council has involved the community in a positive way to create a new vision for the future of Stamford Hill.

1.2 Planning Policy Context

The Stamford Hill AAP is not being developed in isolation, it is consistent with relevant national, regional and borough wide planning policies. Once the plan is finalised, examined and adopted it will form part of the borough's Local Plan which means that it will be part of the development plan for the borough. Planning law requires that applications for planning permission be determined in accordance with the development plan, unless material considerations indicate otherwise.

The AAP's will help direct and shape new development in Stamford Hill as it will be used to determine planning applications located within the AAP boundary area. Figure 1 shows the Stamford Hill AAP in the wider policy context.

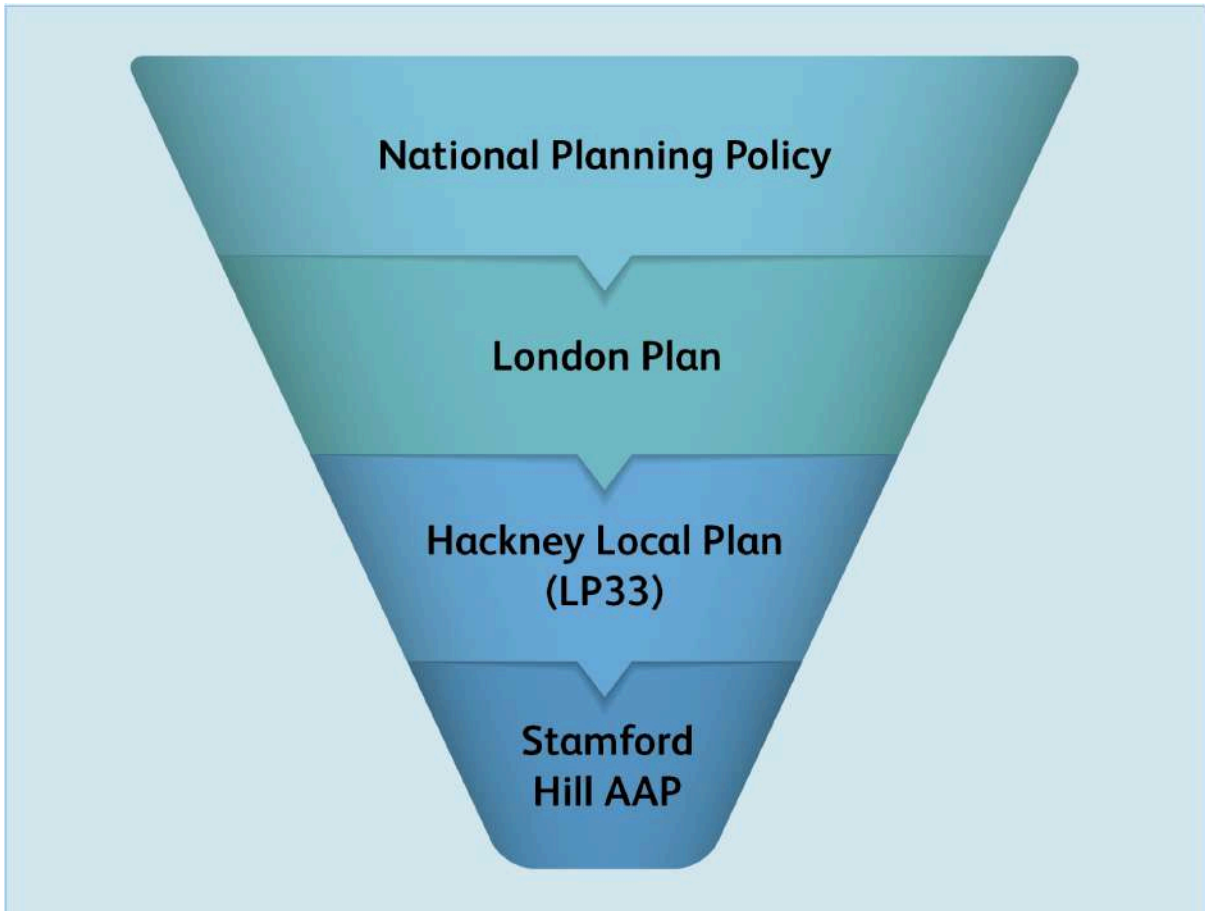


Figure 1: The relationship of the Stamford Hill Plan with other plans and policies in Hackney

National Planning Policy Framework (2023)

The Stamford Hill AAP must comply with national policy guidance as set out in the National Planning Policy Framework (NPPF). The AAP is in accordance with the law set out in the Localism Act (covering Duty to Cooperate and Neighbourhood Plans) and the Planning Compulsory Purchase Act.

The NPPF requires local planning authorities to plan positively to seek opportunities to meet objectively assessed development needs. Planning applications that accord with the policies in this plan will be approved without delay, unless material considerations indicate otherwise. The Council will work proactively with applications to secure development opportunities that economically, socially, environmentally benefit the area.

London Plan

The London Plan is prepared by the Mayor of London, setting out regional planning policies for all of London regarding housing, transport, economic development and the environment. It forms part of Hackney's Development Plan, and therefore, the AAP must be in general conformity with the London Plan, as adopted in March 2021. The AAP has an important role in delivering the 'Good Growth' articulated in the London Plan. London Plan policy GG1 encourages a strong and inclusive community 'ensuring that new buildings and spaces are designed to reinforce or enhance the identity, legibility, permeability, and inclusivity of neighbourhoods, and are resilient and adaptable to changing community requirements'. Stamford Hill contains areas of Metropolitan Open Land, which are protected through the London Plan, including Springfield Park.

Upper Lee Valley Opportunity Area Planning Framework (2013)

The Upper Lee Valley Opportunity Area Planning Framework (ULV OAPF) was published by the Greater London Authority (GLA) in July 2013. It was developed in collaboration with Transport for London (TfL) and the London boroughs of Enfield, Haringey, Waltham Forest and Hackney which have land in the Upper Lee Valley.

The OAPF seeks to increase the number of homes, jobs and the quality of the environment within its area by producing an overarching framework for the regeneration of the area. The ULV OAPF provides additional guidance to support implementation of the London Plan and will be a material consideration in the determination of planning applications.

Local Plan 2033 (LP33)

The borough-wide Local Plan 2033 (LP33) was adopted in July 2020. It sets out a vision, a growth strategy and the supporting policies to guide development in Hackney through to 2033. Visit hackney.gov.uk/lp33 to read the Local Plan.

The Stamford Hill AAP has been developed alongside the LP33. Policies within the LP33 will also apply to the Stamford Hill area.

The AAP provides a local spatial planning framework for the area, giving detailed expression to the Stamford Hill Place Policy 4 (PP4) of LP33 that sets out the overall strategic policies for Stamford Hill. The AAP sets out a vision, objectives and policies to help deliver these principles and to promote positive change to address local issues, especially around overcrowding.

The AAP builds upon the LP33 evidence base and the policies in the Local Plan have informed the development of the draft policies outlined in this AAP which includes non-strategic and locally specific policies and site allocations. Some policies and site allocations in this AAP supersede the borough-wide policies in LP33; these are identified in sections 7 and 8.

The AAP has also been informed by objectives contained in other corporate strategies including:

- Strategic Plan 2022–2026
- Community Strategy 2018–2028
- Climate Action Plan 2023
- Transport Strategy 2015–2025
- Hackney Housing Strategy 2017–2022
- Joint Health and Wellbeing Strategy 2022–2026
- Hackney’s Air Quality Action Plan 2021–2025
- Hackney Green Infrastructure Strategy 2021

Neighbouring Authorities

Stamford Hill is located at the north of the borough on the border with Haringey and South Tottenham to the north. It is also adjacent to the boroughs of Haringey and Waltham Forest, and in close proximity to Islington. The Stamford Hill AAP has been prepared in coordination with these neighbouring authorities and having regard to their existing and emerging policies.

The NPPF requires local planning authorities to prepare and maintain statements of common ground which document cross-boundary matters being addressed and the progress made in addressing them. This requirement will be tested in an independent examination process led by a Planning Inspector before the AAP can be formally adopted.

It is therefore important for Stamford Hill AAP to work in tandem with the emerging and adopted local policy positions of neighbouring boroughs and to have collaborated with them in developing this AAP. The cooperation has many far-ranging benefits and will be instrumental in helping address cross-boundary issues and shared objectives such as meeting; housing needs, addressing demand for community space, transport links and issues, corridor capacity and improving the public realm.

1.3 Evidence Base

A broad range of studies have been undertaken during the preparation of the Stamford Hill AAP. These build upon the evidence base prepared to support the ‘Towards a Stamford Hill Plan’. For more information on the studies undertaken to support the AAP, please visit the website at: hackney.gov.uk/stamford-hill-aap

1.4 Engagement and Consultation

As a planning document that will form part of the development plan for Hackney, the AAP has met the minimum requirements for formal consultation set out in Planning Law. But it also went beyond this and provided opportunities for all to be involved throughout the preparation of the AAP. Engagement with individual members of the community and community groups has been central to the Stamford Hill AAP process from the start. This has helped develop a shared understanding of the issues and has informed a collective vision for the future development of Stamford Hill.

Early Engagement before 2016

Extensive community engagement at the start of the process included street consultations, community workshops and working with local schools. The Council has also sought to maximise inclusion and identify shared concerns across religious, cultural and party political divides throughout the process.

To build support across the whole community, a Cross Party Steering group involving local Ward Councillors from the main political parties was set up to steer the delivery of the plan. The Council also set up a Community Panel which includes local community leaders who live or work in Stamford Hill.

Cross Party Member Steering Group

A Cross Party Steering Group was established at the end of 2014 to manage the production of the Plan. Members include Councillors from the following wards; Stamford Hill West, Springfield, Woodberry Down and Cazenove and council officers. The Steering Group is responsible for making all major decisions in respect of the consultation process as well as ensuring overall quality of output in accordance with relevant Council standards. The Cross Party Steering group is chaired by the Cabinet Member for Housing Supply, Planning, Culture and Inclusive Economy.

Community Panel

The Council set up a Community Panel in 2015. Moderated by an independent facilitator, it has played a major role in the organisation of a programme of community engagement for the Stamford Hill AAP. The main purpose of the Community Panel is to ensure that a range of local views are taken into account in the policies developed in the Plan. The group includes representatives of both of the Stamford Hill neighbourhood forum applicants, key community groups, faith groups and ward Councillors. The group

aims to reflect the demographic, faith and ethnic profile of the community in Stamford Hill.

‘Towards a Stamford Hill Plan’ (Regulation 18 Plan), 2017

The 18 month programme of early engagement has helped build a substantial body of evidence to understand the issues and challenges facing Stamford Hill and how best to approach these in the AAP. The key issues were reflected in ‘Towards a Stamford Hill Plan’ which was consulted on for 8 weeks from February to March 2017.

The [Consultation Statement](#) (2019) for Stamford Hill Area Action Plan outlines what steps were taken by the London Borough of Hackney to engage with the community and stakeholders regarding the AAP. In total, the Council received over 2,000 responses to the ‘Towards a Stamford Hill Plan’ in the form of letters and online responses. This consultation identified a number of key planning issues and options for the Council to consider and explore as detailed in the Stamford Hill AAP Consultation Statement (2019).

Draft Stamford Hill AAP (Extended Regulation 18 Plan), 2021

Feedback from the public and stakeholders to help the Council develop a more detailed set of preferred policy options and consultation were set out in a Draft Area Action Plan. Consultation on an updated Draft Area Action Plan took place in December 2021 to February 2022. Again, levels of engagement were high, with 1488 respondents making representations in different formats. The [Consultation Report](#) (2023) on the Draft Stamford Hill Area Action Plan provides a detailed summary of the responses to this consultation.

Stamford Hill AAP (Regulation 19 Publication Version) – We are at this stage

We are now consulting on the **Stamford Hill AAP (Regulation 19 Publication Version)** which has been informed by supporting evidence and previous consultations.

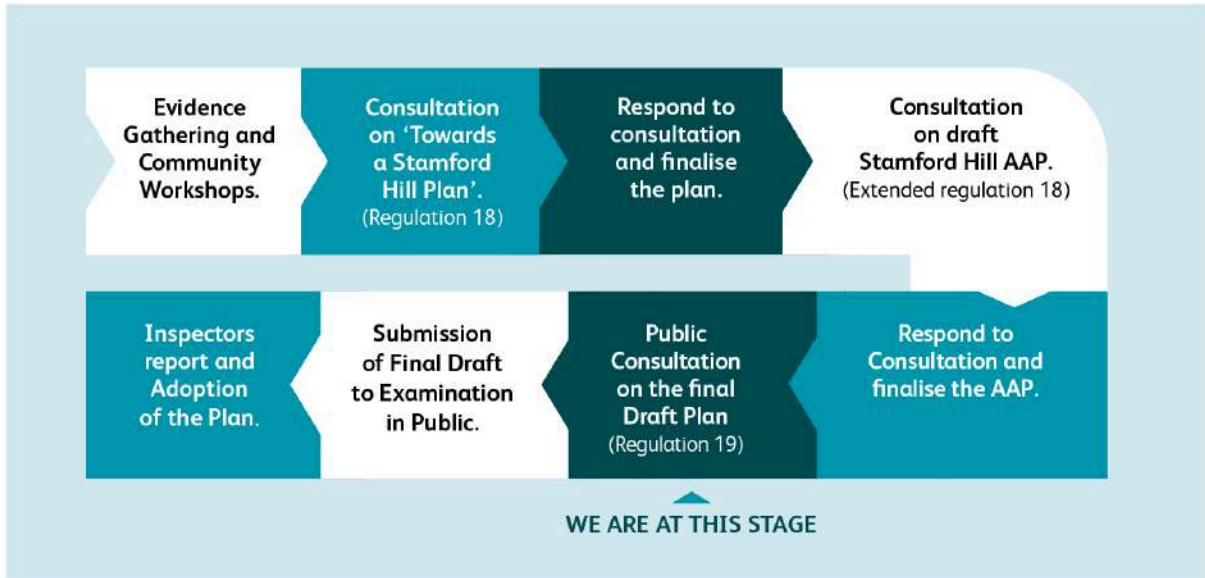


Figure 2: Stages to the creation of the Stamford Hill AAP

1.4 Next Steps

This Stamford Hill AAP (Regulation 19 Publication Version), comments received on it, and all related evidence documents will then be submitted to the government for an independent examination. A Planning Inspector will be appointed to test the plan to establish whether it is 'sound'. To be sound, a Plan needs to:

- meet the objectively assessed needs of an area
- be justified by evidence
- be able to be effectively implemented and
- should be consistent with national planning policies.

Further information about this process is available on the Council's website.

2. Stamford Hill's Identity, Opportunities and Challenges

2.1 Stamford Hill Today: Location and Role

Stamford Hill is located at the northern edge of Hackney at the border with Haringey. Stamford Hill AAP area is home to nearly 44,000 residents according to the Census 2021. Past analysis has indicated a degree of undercount in the Census for this part of Hackney. However, what is clear is that there is population growth in this area which has the highest birthrates in Hackney and the highest proportion of children under 5 years old¹.

The centre of Stamford Hill Broadway is located at the summit of a shallow hill dominated by mature plane trees. Stamford Hill Broadway itself has recently been upgraded from a local centre to a district centre in Hackney's borough-wide Local Plan. As Stamford Hill is on the edge of the borough it also serves the community in South Tottenham, in Haringey. To the east lies Springfield Park and the Lea Valley, and to the west is the Woodberry Down estate, one of Europe's biggest single-site estate regeneration projects. Woodberry Down will bring much needed additional housing to the area, improve the public realm, and create new east-west routes through the estate and towards the Stamford Hill Broadway.

The hub of the local community is centred on Stamford Hill Broadway which lies on the old Roman road Ermine Street. Development of the area began around 1800, and many prosperous dwellings were built around Stamford Hill over the next 100 years. In the post war period many large estates were built by Charitable Trusts and the London County Council. Stamford Hill feels distinct in terms of its relatively low density with wider streets and larger properties compared to the rest of the borough.

People and Community

The area has a rich heritage and is characterised by its diverse community. People of a wide range of ethnic backgrounds and faiths live in the four wards that make up the AAP area. The largest religious group in the area is Jewish and there are also significant numbers of Christian and Muslim people.

Stamford Hill is home to the UK's largest Orthodox Jewish community, the Charedi community. This community has a higher birth rate and larger large family sizes than the average in Hackney. This is contributing to much higher population growth rate when compared to the rest of Hackney. Interlink and the Council worked together to conduct a Charedi Community Survey in 2016 which suggested the average size of Charedi

¹ Census 2021 and ONS Statistic on birthrates

Households in Stamford Hill was 5.7 individuals. Census 2021 data shows the largest concentration of households with more than 4 people is in the Stamford Hill Area.

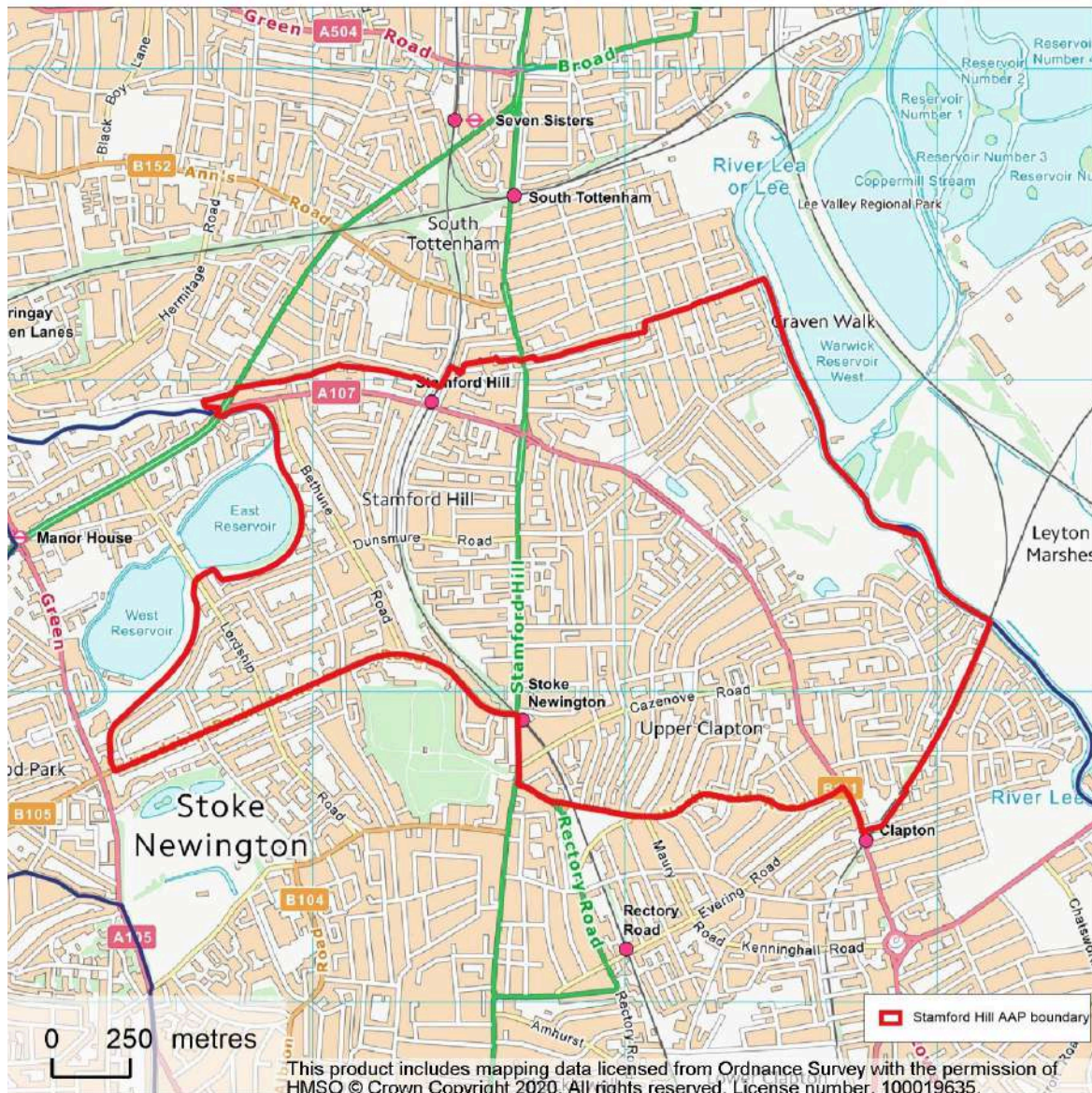


Figure 3 – Stamford Hill AAP Boundary

For religious reasons, members of the Charedi community desire to live within walking distance of their place of worship, shops and local services such as schools. The combination of a high birth rate and a desire to remain in a relatively tightly defined geographic area inevitably leads to pressure for development, in particular higher demand for social infrastructure and large family sized housing.

History

Stamford Hill attracted wealthy residents (merchants) in the late 18th and early 19th century due to its elevated position where the Roman road of Ermine Street meets the Clapton Road. From 1872, Stamford Hill experienced rapid growth due to the emergence of the tramline and the train station which established the present layout of Stamford Hill. This consisted of a 20-year building programme. This growth can be seen in Figures 4 to 6. This growth attracted upwardly mobile Jews who relocated from the East End. This migration saw several synagogues being relocated or founded in Stamford Hill.

In the 1930s, the London County Council and Guinness Trust built estates in Stamford Hill, and more blocks were added after the war along with the Samuel Lewis Trust. This was a period of Charedi Jew immigration from eastern Europe.

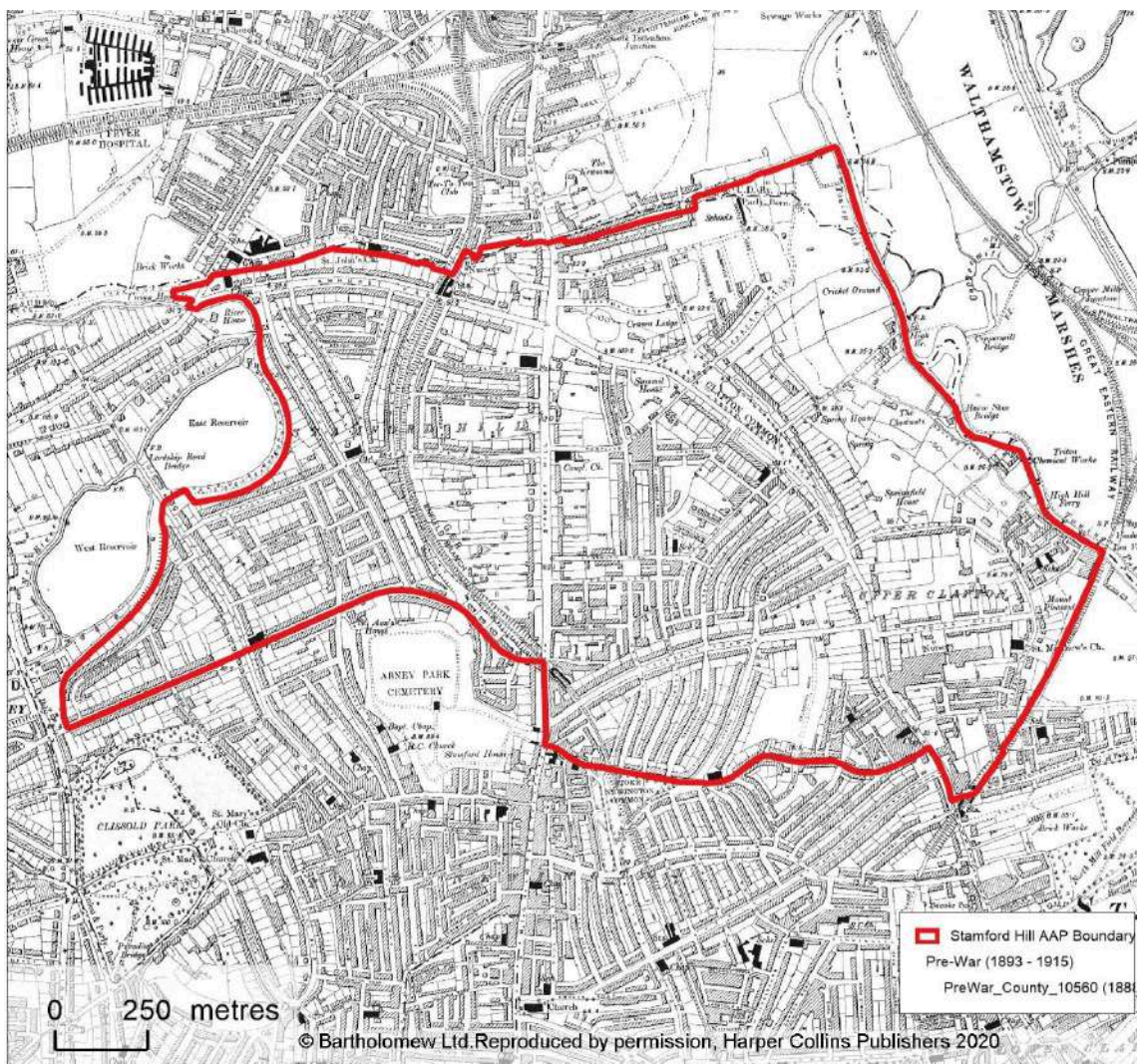


Figure 4: Stamford Hill AAP Area 1893–1915

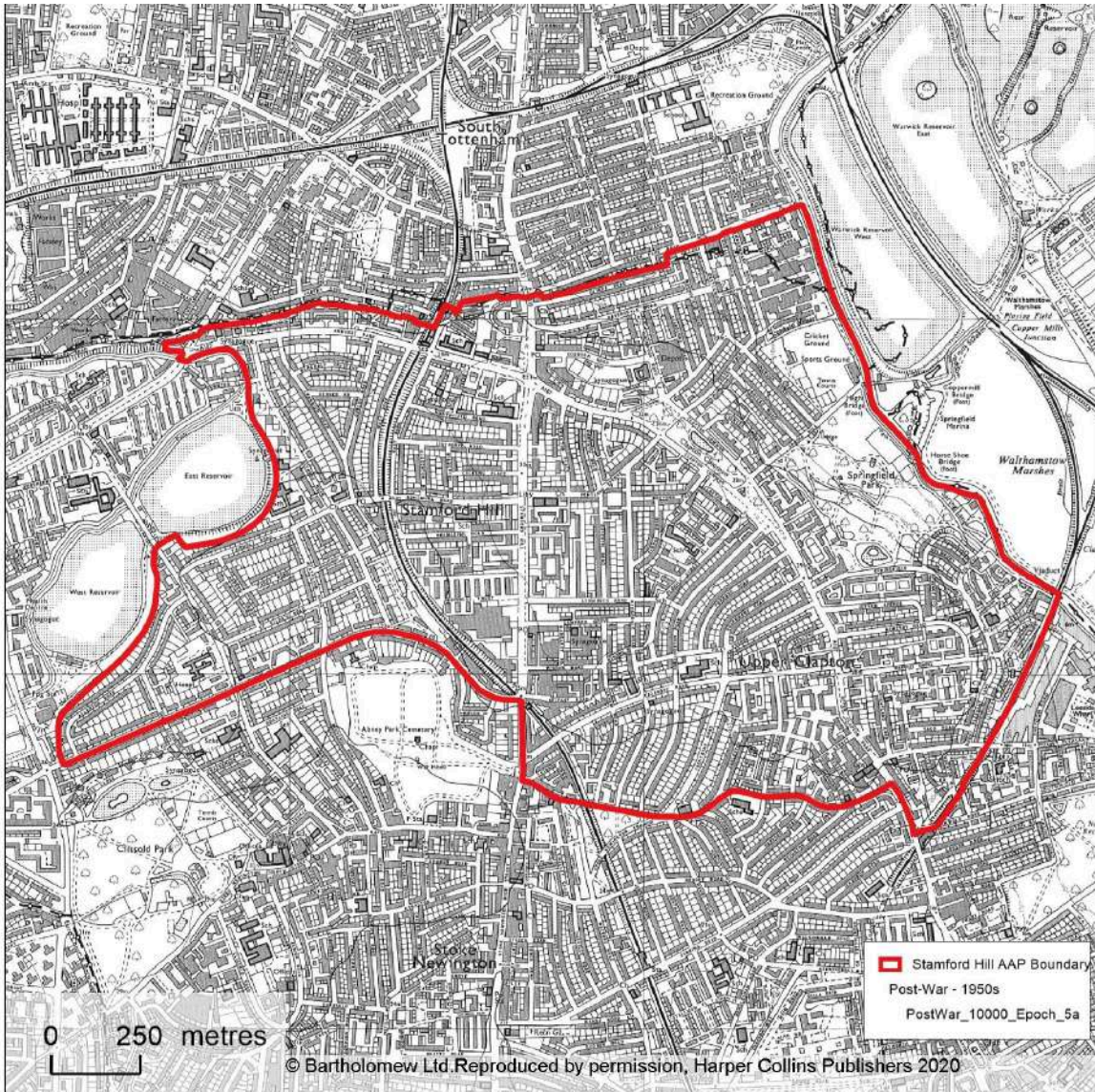


Figure 5: Stamford Hill AAP 1950s



Figure 6: Stamford Hill AAP Area 1960s

2.2 Key Issues, Opportunities and Challenges

The following section summarises the key issues, opportunities and challenges that have been identified through community engagement, consultation and analysis of evidence.

- **Housing**

- Stamford Hill is a desirable place to live and as such purchase and rental prices are continuing to increase. There is a housing need crisis in Stamford Hill and even though this is a London-wide problem, certain aspects may be more pronounced in Stamford Hill. In common with other parts of Hackney, sites for development of new homes are limited.
- Stamford Hill has a high average household size, there is higher occupancy with households experiencing overcrowding. There is a need for more large homes suitable for large families.
- Residential extensions have the potential to help alleviate overcrowding and create more space, but if poorly designed this can negatively impact on the built character of the area.
- The London Borough of Haringey has a policy that enables upward residential extensions in South Tottenham in Haringey in response to similar housing challenges.

- **Social and Community Facilities**

- Community facilities such as places of worship and community centres are an essential requirement for the local community in Stamford Hill.
- There is a demand across the areas for high quality community spaces and retaining and creating shared spaces for different community groups to connect is an important community priority.
- The Orthodox Jewish Community educate their children in faith schools which are mostly independent schools. There is a growing number of independent schools serving this community in Stamford Hill. Pressure for housing across the area has limited the availability of sites to meet this need and there is an urgent need for suitable sites and buildings for schools.
- The Charedi Community for religious reasons, need to live close to their own synagogues and schools.
- Schools and housing are both priorities for the areas so there is contention around losing housing for community facilities. Management of the amenity impacts of uses such as schools in residential areas is also an issue.

- **Town Centres**

- The retail function of town centres in Stamford Hill is very strong and is essential to meet the needs of the local community. There is a need to

diversify the centres to make them more resilient and broaden the commercial, leisure and community services in the area.

- The quality of units could be upgraded in the town centres along with improvement to the public realm to create more inviting shopping and cultural destinations that improves the overall experience when using the goods and services offered.
- Planning does not control the occupancy of these town centre units, and the retail sector is changing, there is a strong trend towards online shopping which is affecting the diversity of goods town centres across the country. However, Stamford Hill has remained a popular shopping centre with a very low vacancy rate.

- **Design and Local Character**

- Some parts of Stamford Hill are designated as conservation areas in order to protect their special historical and architectural quality
- There is a desire for growth in the area to meet housing and other needs, but for this to be realised in a that does not adversely impact the public street or townscape character
- Support for the defined character areas identified through the character area analysis.

- **Public Realm and Urban Greening**

- Main road corridors run through the centre of the AAP area and concerns have been raised around pedestrian safety, especially around the town centres.
- Public Realm improvements are needed to provide better walking and cycling routes to improve safety and reduce the need for car use in Stamford Hill.
- Quality of existing public spaces in Stamford Hill could be improved through urban greening and other interventions to improve their amenity value.

- **Green Infrastructure**

- The connectivity between open spaces could be improved particularly east-west links across the area.
- Creating and improving green links between open spaces could also benefit wildlife movement and enhance biodiversity.
- The need to provide high quality recreational spaces in Stamford Hill is central to maintaining the health and wellbeing of local residents. It is recognised that the new homes proposed in this plan will generate demand for additional recreational opportunities.

3. The AAP Framework: Visions and Key Objectives

3.1 Vision Statement:

Stamford Hill Connected

Stamford Hill will retain its distinctive character and be developed in a way that connects its communities to places, opportunities and each other. Development will respond to and celebrate Stamford Hills diversity and culture and contribute to fostering a strong, cohesive community in Stamford Hill.

Spacious new or extended homes will be well designed and reflect the built form character of the area. They will be supported by community facilities that meet specific needs of service users as well as new and improved shared spaces and co-located services that provide opportunities for connection between different groups living in the area.

The Town Centre will thrive serving the range of retail, leisure and civic needs of communities in Stamford Hill and attracting visitors from across Hackney and beyond. These, along with other community and commercial spaces will contribute to creating training and job opportunities and a vibrant local economy.

Stamford Hill will have an improved public realm, designed around the communities' residential, civic and economic needs, and connected to a choice of sustainable modes of transport. More access to open and natural spaces will support nature recovery and climate mitigation and adaptation and wellbeing.

3.2 Key Objectives

1. To deliver high quality urban design in Stamford Hill that enhances its distinctive local character, celebrates its diverse community and seeks to enhance its architectural and landscape merits through a fine grained approach that promotes positive change and optimises the use of underdeveloped sites.
2. To deliver well designed new homes, and enable extensions to existing homes, to address overcrowding through providing a range of dwelling types, sizes and tenures to sustain mixed and balanced communities, with a particular focus on housing for large families.
3. To maximise the benefits of active travel by improving walking and cycling infrastructure to support growth and existing communities.

4. To address deficiencies in children's play provision in the northern and southern parts of the Stamford Hill AAP area.
5. To improve connections between existing open spaces within the Stamford Hill area with a particular focus on east to west links to improve accessibility between Woodberry Down and the Lea Valley Regional Park.
6. To improve the network of streets and footpaths to make walking and cycling safe and pleasant and reduce traffic congestion in the Stamford Hill area particularly around Oldhill Street and Dunsmure Road.
7. To create new opportunities for adult learning, training and job opportunities and enable delivery of workspace/affordable workspaces that diversifies the economy and boosts employment.
8. To enhance and intensify the town centre function of Stamford Hill Broadway, Stoke Newington (north), Dunsmure Road and Oldhill Street as vibrant and mixed use shopping centres that are attractive, accessible, and meet the needs of the local community.
9. To create an accessible, distinctive and vibrant town centre at Stamford Hill Broadway that builds on its distinct architectural quality and is a cultural destination for visitors, to promote flexible mixed-use development in the Stamford Hill town centre and increase the range of shops, restaurants, cafes and employment opportunities.
10. To facilitate shared space and opportunities for greater interaction between people of different social, ethnic and religious affiliation.
11. To ensure schools provision is aligned with type and level of need in Stamford Hill and to facilitate provision of additional school places in the independent sector.
12. To ensure that people who live and/or work in Stamford Hill have access to local educational, training, health and community facilities to meet their day-to-day needs.
13. To promote the health and well-being of local people by supporting active lifestyles and reducing health inequalities.
14. To promote the development of additional arts, cultural, leisure and entertainment opportunities in Stamford Hill.

3.3 Stamford Hill AAP Diagram

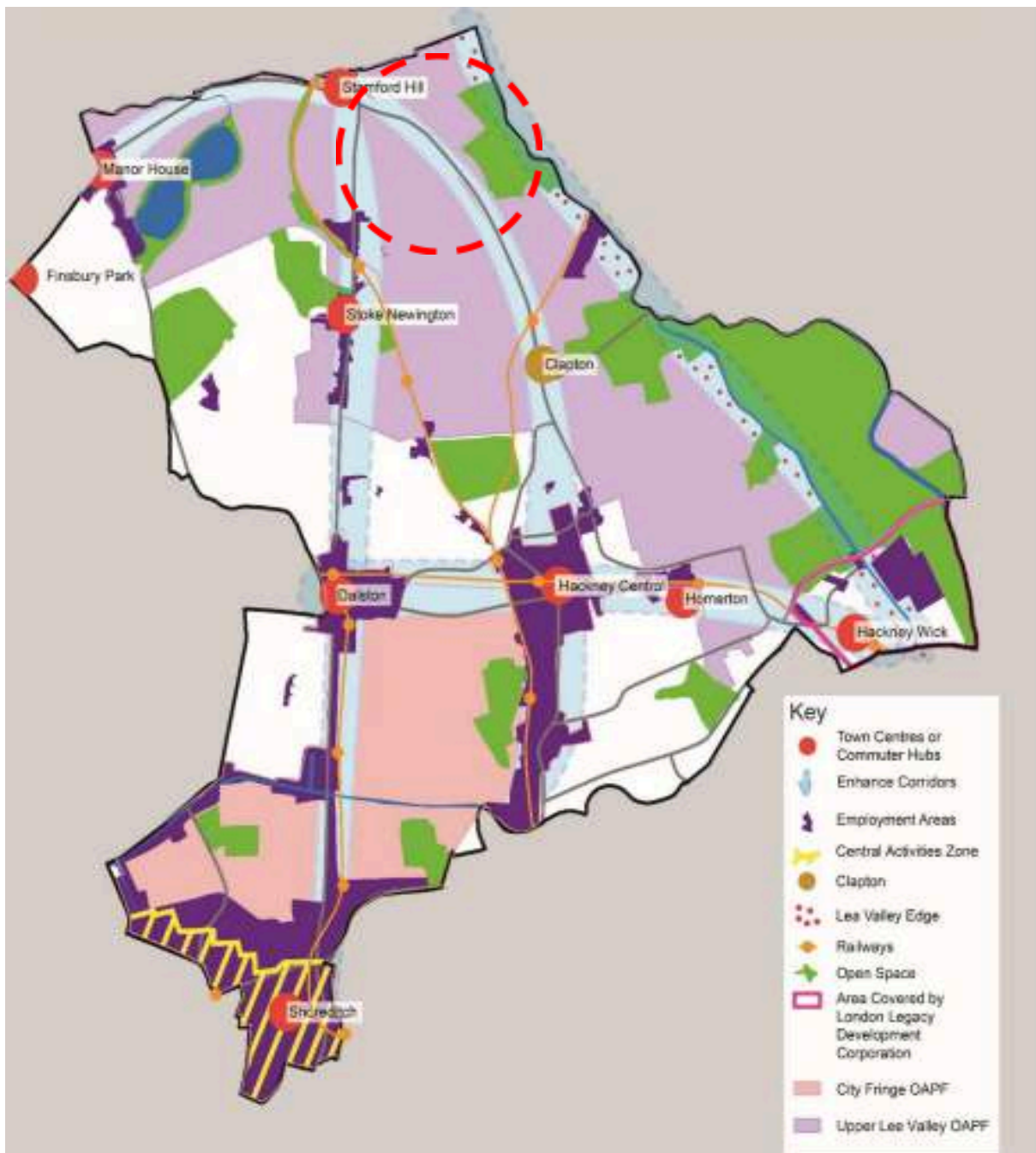


Figure 7: Stamford Hill AAP Key Diagram

4. Stamford Hill AAP Area Wide Policies

This section of the Area Action Plan (AAP) sets out detailed Stamford Hill specific policies that complement the borough-wide planning policies, to guide and manage new development within the area. It should be noted that these policies do not repeat nor conflict with the Council's wider Local Plan policies or those that are in the London Plan but should be read in conjunction with them. Where a policy in the AAP supersedes a Local Plan policy, this has been identified in Part 7.

Area Wide Policies

Policy AAP1: Dwelling Mix

Policy AAP2: Residential Conversions to Flats

Policy AAP3: Residential Extensions and Alterations

Policy AAP4: Local Enterprise and the Economy

Policy AAP5: Social, Community and Cultural Infrastructure

Policy AAP6: Delivering High Quality Design

Policy AAP7: Public Realm

Policy AAP8: Green Infrastructure

Chapter 1 Housing

With a growing population that already experiences significant over-crowding, delivering good quality, genuinely affordable family homes to meet the needs of Stamford Hill's existing and future households is a key challenge for the AAP. Stamford Hill experiences substantially more overcrowding compared to the rest of the borough. Larger family homes are needed. Alongside this need, there is also a need to provide some smaller units to encourage older residents to down size and allow them to stay in the area.

Reflecting Borough-wide needs, a lack of affordable housing remains one of the predominant issues across the whole community in Stamford Hill. The Council will continue to secure the maximum amount of affordable housing in new developments by applying existing borough wide Local Plan policies to the Stamford Hill area.

Key Facts

- The average size of households within Stamford Hill is significantly higher than in other parts of the borough
- Stamford Hill is the most overcrowded part of the borough

Chapter Objectives

- To deliver high quality urban design in Stamford Hill that enhances its distinctive local character, celebrates its diverse community and seeks to enhance its architectural and landscape merits through a fine grained approach that promotes positive change and optimises the use of underdeveloped sites.
- To deliver new homes to address overcrowding through providing a range of dwelling types, sizes and tenures to sustain mixed and balanced communities, with a particular focus on housing for large families.
- To increase the supply of new housing in Stamford Hill, especially family homes that are genuinely affordable.

Policy AAP1: Dwelling mix

- A. New build housing development should maximise the provision of larger homes in Stamford Hill. Schemes of five or more residential units will be expected to deliver at least 20% of new homes with 4 or more bedrooms, across all tenures.**
- B. The Council will consider other variations to the dwelling size mix set out under A above if this can be justified based on the tenures and type of housing proposed, site location, area characteristics, design constraints, scheme viability; and where shared ownership is proposed, the ability of potential occupiers to afford the homes proposed.**
- C. Variations to the dwelling mix will be permitted in the context of estate regeneration schemes where it can be demonstrated that this is needed to meet the needs of returning residents and has been informed by consultation with residents of the estate.**
- D. Specialist housing for older people and extra care housing are not subject to the same dwelling mix requirements and are exempt from requirements to provide larger family homes.**

Hackney Local Plan (2033) policy cross reference:

- LP14 Dwelling Size Mix

The dwelling size mix in new development in Stamford Hill needs to be considered alongside the outstanding housing needs in the borough, and in particular the ability of local residents to be able to meet their housing costs, and the continued delivery of genuinely affordable homes to meet housing needs.

In order to meet the need for large family units and address overcrowding, Local Plan Policy LP14 identifies the need to maximise the amount of 4 bedroom + dwellings in Stamford Hill. Proposals for residential use should reflect the latest evidence of need for units sizes across the plan area:

The policy approach takes into account deliverability. Given the housing challenges experienced in the borough, the Council will continue to ensure that affordable homes delivered are genuinely affordable in line with Local Plan policy. For example, the delivery

of larger affordable home ownership dwellings will need to be considered alongside a resident's ability to afford the associated housing costs. It may be appropriate to provide a lower proportion of larger family-sized private units within a scheme if this can be demonstrated to deliver a greater proportion of genuinely affordable units on site.

The ability to deliver larger homes may also vary depending on the site location, characteristics, and scheme viability. The Council recognises the need to allow flexibility in the mix of dwelling sizes in estate regeneration schemes, in particular where a unit mix has been agreed on the basis of detailed consultation with the residents. Taking on-board the specific needs of returning residents will necessarily influence the mix of units that can be delivered.

Similarly, it is recognised that there will be a need for flexibility on the requirement for family units for proposals for retirement, sheltered or extra care housing as they are responding to specific and specialised needs. These needs require a smaller unit setting and the provision of larger family sized homes will not be essential.

Policy AAP2: Residential Conversions of Houses to Flats

- 1. The conversion of houses to flats will be supported where a minimum of one 4+ bed family unit is provided at ground floor and has access to private amenity space.**

Hackney Local Plan (2033) policy cross reference:

- LP19 Residential Conversions

The overall objective in Stamford Hill is to increase the supply of larger family homes. However, the opportunities to build new homes are limited and it is therefore important to protect existing family stock.

Evidence confirms the continued, long standing need to deliver and retain larger family homes in Stamford Hill with 4 or more bedrooms and direct access to a garden. The Council's approach to residential conversions from houses to flats remains consistent with that set out in policy LP19 of the adopted Local Plan.

Policy AAP3: Residential Extensions and Alterations

All extensions and alterations must be of the highest quality in terms of material, detailing, retention of existing features and respect and complement the host building.

A. Roof extensions in the form of front dormers or an additional new floor in a matching style will be permitted where:

- 1. The building typology can support an addition without adversely affecting existing features or symmetry or appearing overbearing ;**
- 2. The host building is not in a Conservation Area;**
- 3. The host building is not a Statutory Listed Building;**
- 4. The host building is not a Locally Listed Building;**
- 5. The host building is located on an identified street. Identified streets are those visited as part of a Council street survey, where more than 25% of the buildings on both sides of the street are altered by front roof extensions or other alterations to the front elevation.**
- 6. The roof extension does not adversely impact neighbour amenity.**
- 7. The roof extension has regard to the guidance in the Stamford Hill Design Guide.**

B. Other residential extensions, including rear dormers, basements and rear extensions, will be supported where they:

- 1. Respect the character and size of the host building;**
- 2. Remain subordinate to the host building.**
- 3. Use appropriate, high quality materials and detailing.**
- 4. Do not result in significant loss of garden space.**
- 5. Do not adversely impact neighbouring amenity, including during construction phase and, in the case of proposals for basement extensions, a construction management plan is provided.**

C. Roof extensions will be permitted in combination with a rear or basement as part of the same or a subsequent planning application only where;

1. The cumulative impact does not lead to overdevelopment of the property.

Hackney Local Plan (2033) policy cross reference:

- LP1 Design Quality and Local Character
- LP2 Development and Amenity
- LP17 Housing Design

The Council recognises there is a need to tackle overcrowding, and provide for additional habitable accommodation for large families in Stamford Hill. The AAP seeks to deliver new homes across Stamford Hill to help meet the growing demands in the area. It allocates eight sites for housing or mixed-use development, including housing (See Part 5). In line with LP33 the Council seeks to maximise the delivery of housing, and where appropriate other commercial and community uses from unallocated sites within Stamford Hill (and across the borough).

Increasing the size of existing homes to meet the needs of the existing community is an important part of the strategy for meeting this need for larger family homes in this part of the borough. Optimising internal layouts can be a good way of creating more usable space, and should be considered as the first option. Many community members in Stamford Hill need more living and utility space to accommodate for the larger household size that requires going beyond internal configuration to the extending of a property to create additional habitable rooms.

Many of the properties and streets have already been significantly altered with large front dormers and roof extensions in the AAP area. Overdevelopment can change the appearance of the house and its relationship to the street, negatively affecting the building's architectural character, the urban context and can compromise the daylight and privacy of adjacent properties.

There are options to extend above the roof line on different housing types whilst safeguarding the architectural and urban character of the area. Any new extension needs to take account of the both form and nature of the building typology and the the street in which it is located. As well as conservation areas and listed buildings (statutory & local), certain building typologies such as three storey Victorian Villas are generally not suited to upward roof extensions as these buildings cannot support dormers (due to shallow roof pitch) or additional floors (due to overbearing appearance). Conservation areas, which are generally characterised by well preserved historic buildings and a large proportion of unbroken roof lines are also unsuitable. Further guidance is set out in the Draft Stamford Hill Design Guide, 2024.

Residential extensions, to the rear of a property, can be less obtrusive and less detrimental to uniformity of a street, but still need to be subordinate to the host building and respect the size and character of the property and the need to retain garden space. The Residential Extensions and Alterations Supplementary Planning Document (2009), and any successor guidance) and Stamford Hill Design Guide provides practical advice to help ensure this policy is implemented in a way that accommodates more internal space and avoids adverse amenity impacts on neighbouring properties or harmful impacts to townscape character.

Chapter 2 Local Enterprise and Economy

Stamford Hill is located on the northern boundary edge and the town centre also serves the communities in South Tottenham in the London Borough of Haringey. The community in Stamford Hill and South Tottenham is very distinctive, with a large Orthodox Jewish community which has a strong influence on the community services and shops available in the area.

The borough-wide Local Plan policies seek to create an accessible, distinctive and vibrant network of town centres in Stamford Hill that builds on its distinct character and performs as a cultural destination for visitors, whilst also promoting innovation and employment opportunities, by increasing the range of shops, services and commercial outlets. The Area Action Plan (AAP) provides guidance on how to apply the recent change to the Use Class Order to the Local Plan policies to ensure the vitality and vibrancy of Stamford Hill shopping centres is protected and maintained.

Key Facts

- The employment floorspace in Stamford Hill is mainly retail-based, accounting for nearly two-thirds of floorspace.
- Full-time employment within the Stamford Hill AAP area is lower than in Hackney and London.
- There are low vacancy rates² and in past surveys have typically shown fewer units in 'sub optimal uses' such as betting shops and pawn shops than other centres.
- There are a number of more industrial employment spaces to the east of the area on the edge of Lea Valley.

² Hackney Economy, Workspace and Social Value Study, Hatch Regeneris & We Made That, 2019

Key Objectives

- To create new opportunities for adult learning, training and job opportunities and enable delivery of workspace/affordable workspaces that diversifies the economy and boosts employment.
- To enhance and intensify the function of Stamford Hill Broadway, Stoke Newington (north), Dunsmure Road and Oldhill Street as vibrant and mixed use shopping centres that are attractive and accessible to, and meet the needs of the local community.
- To create an accessible, distinctive and vibrant town centre at Stamford Hill Broadway that builds on its distinct architectural quality and is a cultural destination for visitors, to promote flexible mixed-use development in the Stamford Hill town centre and increase the range of shops, restaurants, cafes and employment opportunities.
- To promote the development of additional arts, cultural leisure and entertainment opportunities in Stamford Hill.

Policy AAP4: Local Enterprise and the Economy

A. To achieve and maintain vibrant town and local centres with a viable mix of uses that respond to community needs, the Council will support proposals in district and local centres for :

- 1. Town centre uses (E class)**
- 2. Community development proposals that do not result in the loss of town Centre (E Class) uses; and**
- 3. the amalgamation of retail units to provide larger floorspace, where a high standard of design appropriate to the setting can be achieved.**

Conditions and/or planning obligations to help manage the types of town centre uses permitted may be applied.

C. Commercial workspace will be permitted in district and local centres and locations identified in Site Allocations in Section 5 of this AAP.

D. Major development is required to contribute to the provision of training and adult learning opportunities.

Hackney Local Plan (2033) policy cross reference:

- LP8 Social and Community Infrastructure
- LP10 Arts, Culture and Entertainment Facilities
- LP26 Employment Land and Floorspace
- LP27 Protecting and Promoting Office Floorspace in the Borough
- LP28 Protecting and Promoting Industrial Land and Floorspace in the Borough
- LP29 Affordable Workspace and Low Cost Employment
- LP32 Town Centres
- LP34 Stoke Newington, Stamford Hill and Finsbury Park
- LP35 Local Shopping Centres
- LP36 Shops Outside of Designated Centres
- LP37 Small and Independent Shops

Stamford Hill has a series of shopping areas, comprising both designated district and local town centres (see Figure 7), which are key to successful functioning of neighbourhood life, offering a focus of not only retail, but also civic culture. It is important that the vibrancy of the town centres in Stamford Hill remain to meet the needs of the local community. Town centres are an important component of the local economy by employing residents and providing services for visitors, employees and residents of the area.

Stamford Hill has a diverse residential community and this adds to the richness of the experience of the Town Centre and the area as a whole. The large Charedi community is an integral and valued constituent of the wider Stamford Hill community with a strong connection and commitment to Stamford Hill. The presence of this community also generates a powerful clustering effect on local business that enriches the neighbourhood and draws visitors from outside, creating a unique competitive advantage within the local economy.

Overall, residents are satisfied with the range of goods and services available in these centres, although consultation with communities highlighted concerns that the retail offer could be expanded. There is a local interest in broadening and diversifying the retail, commercial, leisure and community services available. As new people move into the area, the range of businesses and enterprises offering goods, services and amenities will increase and this in turn has the potential to improve the economic resilience of the centre. Ensuring that the emerging and developing retail offer serves all parts of the community and reflects local needs can help build social capital and cohesion.

The planning system does not control the types of shops or businesses that can occupy buildings. In addition, most changes between different town centre uses do not require permission. At the time of preparing this AAP shops, financial and professional services, restaurants and cafes, offices, nurseries, certain indoor sport, recreation or fitness facilities all fall within use class E, defined in the Use Class Order.

The Council will consider the use of planning conditions to ensure the community needs for a variety of town centre uses – including shopping needs and leisure offers – are met and the future vitality and vibrancy of the town centres are protected.

For the purposes of this policy, community uses would include all uses falling within use class F1, with the exception of F1(a)- provision of education and F1(f) Public worship or religious instruction (or in connection with such use).



Figure 8: Stamford Hill Designated Town Centres

The site allocations set out in Part 5 identify potential development opportunities in the Stamford Hill area that can deliver commercial floorspace, including the retention of retail floorspace, as part of mixed use development. Each site allocation policy outlines

development principles that respond positively to the identified local character areas and their qualities.

Adult Learning and Training opportunities

Local evidence on educational infrastructure in the area suggests lower educational attainment and formal skills training within the adult population of Stamford Hill, with above average numbers of the community having no formal qualifications compared to elsewhere in Hackney³. The provision of new and existing facilities to support adult education opportunities in Stamford Hill is encouraged as part of new development where it helps upskill residents and increase access to the labour market.

³ Census 2021 data identifies that 30.5% and 28.5% in Springfield and Stamford Hill West wards have no qualifications compared to 16.7% average across Hackney.

Chapter 3 Social, Community and Cultural Infrastructure

Existing social infrastructure in Stamford Hill is under pressure, particularly education facilities in the independent sector. Increases in population and demand from new development will put further pressure on a wide range of services and facilities, including; health, education, community, faith, emergency and other local services and facilities that contribute positively to the quality of life of residents.

Key Facts

- A third of households in Stamford Hill live below the poverty line, and exclusion from key services is an issue affecting most households.
- Birth rates in the AAP area are higher compared to Hackney as a whole and the number of 0–5 years olds is the highest in the borough.
- The general health of most of the community in Stamford Hill is good.
- Child obesity rates in Stamford Hill are lower than the Hackney average amongst the Charedi Community, but are still higher than the National average.

Key Objectives

- To facilitate shared space and opportunities for interaction between people of different social, ethnic and religious affiliation.
- To ensure schools provision is aligned with type and level of need in Stamford Hill and to facilitate provision of additional school places in the independent sector.
- To ensure that people who live and work in Stamford Hill have access to local educational, training, health and community facilities to meet their day-to-day needs.
- To promote the health and well-being of local people by supporting active lifestyles and reducing health inequalities.
- To promote the development of additional arts, cultural, leisure and entertainment opportunities in Stamford Hill.

Policy AAP5: Social, Community and Cultural Infrastructure

A. Proposals to provide new and/or extended social and community infrastructure facilities and their co-location with other social and community uses will be supported. Development of new social, community and cultural facilities should:

- 1. Be designed to be flexible and adaptable to meet a range of community needs.**
- 2. Consider opportunities to make better use of existing social and community facilities that are currently under-used through the integration, co-location, and/or reconfiguration of facilities and services.**
- 3. Incorporate shared community spaces where possible.**

B. Proposals for new or improved community and education facilities will be supported, including provision of education facilities and places of worship, should be directed, in order of priority, to:

- 1. Existing social or community facilities surplus no longer required in their current use;**
- 2. New purpose built premises within the town centre or areas or streets already characterised by a mixture of uses;**
- 3. Conversions of existing non residential building; or**
- 4. Conversions of residential buildings in areas or streets characterised by a mixture of uses.**

C. The redevelopment, conversion or change of use of residential use to education facilities, places of worship or health facilities will be permitted where all of the following criteria are met:

- 1. It has been demonstrated that suitable alternative sites (as identified B.1 to B3 above) are not available.**
- 2. Amenity impacts on occupiers of neighbouring buildings, including that associated with travel and servicing, can be avoided or mitigated;**
- 3. It can be demonstrated that there is no harm in terms of highway safety as demonstrated by a transport statement and where active travel is**

encouraged and a travel plan, with provision for implementation of a School Street where appropriate; and

4. It is appropriate to the built form and character of the area having regard to relevant guidance in the Stamford Hill Design Guide, with streets with wide thoroughfares, and mixture of uses, likely to be more suitable.

Hackney Local Plan (2033) policy cross reference:

- LP2 Development and Amenity
- LP8 Social and Community Infrastructure
- LP9 Health and Wellbeing
- LP10 Arts, Culture and Entertainment Facilities
- LP24 Preventing the Loss of Housing
- LP43 Transport and Development

Given the projected population growth in Stamford Hill, the AAP seeks to encourage the better use of existing social and community facilities such as the integration, co-location, reconfiguration of facilities and services, that look to support and empower local people and businesses, and that accommodates a range of activities, including; education, cultural, health, adult learning or leisure. The Council will work with relevant stakeholders to encourage the provision and design of flexible and adaptable community facilities that can accommodate a range of different needs, where appropriate. Co-location of facilities should be encouraged, in order to align service provision, use land more efficiently and facilitate opportunities for different groups of people to come together, encouraging further inclusion and community participation. Shared use and co-location will also help facilities and service providers to work in a more coherent and joined-up way, and share maintenance and management costs. There is an aspiration in Stamford Hill to facilitate the shared use of social and community facilities where a range of social and cultural activities may take place to facilitate social interaction between people of different social, ethnic and religious affiliation.

Stamford Hill already has significant existing pressures on social infrastructure and new development will add to the need for new social and other infrastructure. The needs of faith-based schools and places of worship within Stamford Hill are unique to its communities. Although the need is related to population growth, its nature is different from that typically encountered in the rest of Hackney. There is a cultural need for the community to live close to these uses for religious reasons, to access the required facilities that are typically unavailable elsewhere in the borough.

Assessments of multiple sources of evidence about local needs supports an urgent need to facilitate delivery through a locally based policy approach which permits the conversion, redevelopment or change of use from residential to community use where alternative locations cannot be identified. Local Plan Policy LP24 sets out circumstances where a loss of housing may be acceptable, one of which being, the loss of a residential unit to enable

the provision of a community facility such as a school or health facility, when suitable alternative sites are not available and the community facility can only be provided by use of a residential building. Planning applications should therefore be supported by evidence identifying other sites/properties in the area that have been considered and explaining why they are unsuitable. Key considerations for this evidence will include size requirements for the proposed facility and its catchment area.

Residential conversions for social and community facility use can be appropriate where impacts on the highway safety can be managed and living conditions – and amenity – of neighbouring occupiers maintained. Amenity can be comprised in a number of ways through development, such as through detrimental loss of daylight and sunlight to existing and adjacent occupiers; loss of privacy and outlook due to the proximity and design of development; harmful noise, odour, vibration and air pollution from existing and proposed developments; conditions with potential for danger to highway safety; and causing detrimental microclimate effects. Local Plan Policy LP2 sets out the requirement of amenity considerations in development

Guidance on extension of residential buildings is set out in the Stamford Hill Design Guide SPD, to help proposals respond to the specific townscape character of the location. It identifies that detached residential buildings and corner plots potentially are more suitable for conversion to residential use, where other criteria are met, but this will depend on the street and building. Streets with a mixture of uses and wide thoroughfares, such as Amhurst Road, are likely to be most suitable.

Active and sustainable travel

New development of social and community facilities, wherever they are located, should also encourage active, efficient and sustainable travel and this should be set out in a Travel Plan. Related to this, development for educational facilities should, where appropriate, sign up to ‘School Streets’, the Council’s pioneering programme to transform roads outside schools, so that pedestrians and cyclists are prioritised at school start and finish times.

Other non planning requirements:

Safeguarding and Health & Safety in Schools Informative

Ensuring children are safe when they attend school means that safeguarding and health & safety arrangements are paramount and therefore schools need to be appropriately registered and inspected. For new schools this means registering with the Department for Education and meeting the requirements set out in the [Independent School Standards](#):

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/800615/Independent_School_Standards- Guidance_070519.pdf

Existing schools looking to expand or change their site must notify the Department for Education of a material change to their existing registration.

Fire Safety in Schools Informative

New development of school buildings must comply with the building regulations enforced by local building-control bodies. *Building Bulletin 100: design for fire safety in schools* (Department for children, schools and families, 2007) is the normal means of compliance with building regulations for fire safety design in new school buildings.

Refurbishment and/or conversion work that include new extensions and alterations to an existing school should also comply with the Building Regulations 2010, the guidance set out in the Building Bulletin 100 as mentioned above and any subsequent amendments . However, there are other routes to compliance but this would need to be discussed with the Building Control Body at the early stage of the project. Any new works should not impact on the existing fire safety arrangements for the school. A fire risk assessment should be undertaken to identify the general fire precautions needed to safeguard the safety of occupants in case of fire, including their safe means of escape will need to be undertaken.

Under the Regulatory Reform (Fire Safety) Order 2005 (RRO) fire legislation has become simplified. The Department for Communities and Local Government has produced a guide for schools – *fire safety risk assessment: educational premises*. The guide deals with the provision and management of fire safety.

Development will need to:

- ensure procedures are in place to reduce the likelihood of fire
- maintain fire detection and alarm systems
- ensure staff and pupils are familiar with emergency evacuation procedures.

It is important that:

- fire risk assessments are kept up to date
- fire precautions remain current and adequate (they should be reviewed in detail when significant alterations are made to a school's premises).

Chapter 4 Design and Historic Environment

Stamford Hill has a more suburban character than other parts of the borough with relatively low density with wider streets and larger properties compared to the southern part of Hackney. It also contains a number of large open spaces, which add greatly to the quality of the area. There are three existing conservation areas within the AAP boundary; Clapton Common, Northwold and Cazenove and Lordship Park and potential for further designations. The Stamford Hill Area Action Plan (AAP) aims to capture the huge potential offered by the combination of the area's unique history, its architecture, public realm and generous green spaces to further improve this distinctive neighbourhood.

Key Facts

- Almost 40% of the area is made up of terraced housing.
- The area contains a number of mansion block estates, particularly focused on the A10 corridor.
- To the east of the area on the edge of Lea Valley, the built form changes and there is more industrial employment space.

Key Objectives

- To deliver high quality urban design in Stamford Hill that enhances its distinctive local character, celebrates its diverse community and seeks to enhance its architectural and landscape merits through a fine grained approach that promotes positive change and optimises the use of underdeveloped sites.

Policy AAP6: Delivering High Quality Design

- A. Development should respond to the local character and qualities of the defined Character Areas as set out in Figures 8 and 9, which includes respecting the prevailing scale, form and grain of development and making appropriate use of building materials.**
- B. Development on Site Allocations, set out in Part 5, should be in accordance with the land use allocation, design principles, and building heights specified in the site allocation policy.**

Hackney Local Plan (2033) policy cross reference:

- LP1 Design Quality and Local Character
- LP2 Development and Amenity
- LP3 Designated Heritage Assets
- LP4 Non Designated Heritage Assets
- LP5 Strategic and Local Views

In Hackney we value our rich architectural heritage and are committed to design excellence and achieving high quality, sustainable development. The Council will require a high quality of design for all buildings and spaces in Stamford Hill and work towards making Stamford Hill a healthier and an even more attractive place to live, work and visit. We will work to ensure that development reinforces the current character and condition, repairs the historic fabric and reinvents local character through development which is informed by lost grain.

All development proposals in Stamford Hill should demonstrate an understanding of the local historic environment and clearly consider the proposal's physical and functional impact on this environment as well as the wider area. The Council will seek sensitive integration of new development within the existing urban and historic fabric. The policy recognises the need to balance present day local needs and the preservation of local distinctiveness and character with the historic environments as active living spaces for the local communities.

Stamford Hill contains a network of residential areas divided by the main thoroughfares, open spaces and local centres⁴. There are 16 distinct character areas that are essential to the fabric of Stamford Hill, and which are key to conserving and enhancing the area summarised in the remainder of this part of the AAP. The character areas have been grouped under four key themes; Civic Hubs, Key Corridors, Neighbourhoods and Open Space.

The site allocations set out in Part 5 identify potential development opportunities in the Stamford Hill area that can deliver a mix of residential, commercial and community uses. Each site allocation policy outlines development principles that respond positively to the identified local character areas and their qualities.

⁴ Stamford Hill Character Area Analysis and Overarching Design Framework, Jan Kattein Architects, 2016

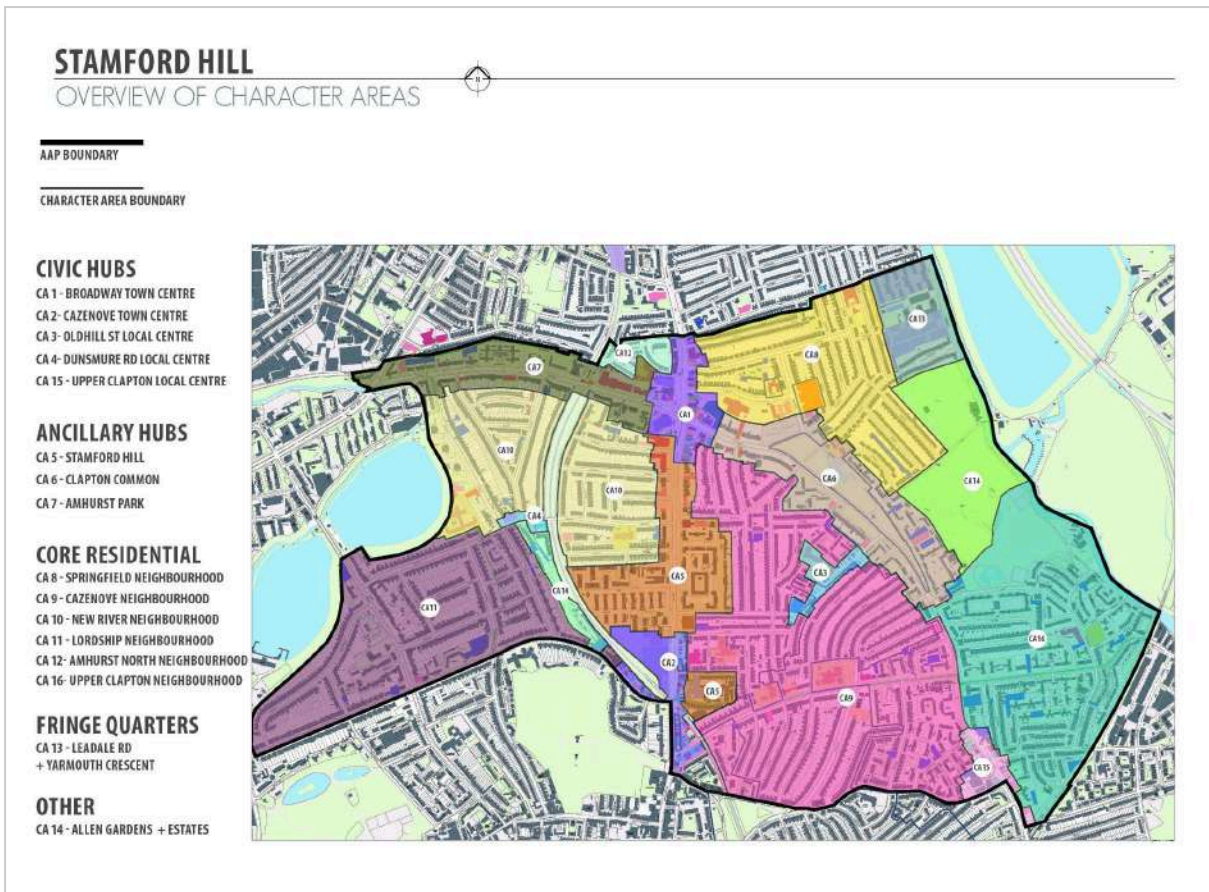


Figure 9: Stamford Hill Character Areas

Character Areas – Local Character and Qualities

CA1 – Broadway Town Centre

- Largest town centre in Stamford Hill.
- Well connected by public transport, but dominated by vehicular traffic.
- Contains a mix of buildings from the 19th and 20th Centuries – a key element of which is the Victorian terrace.
- 2–7 storeys, with the general grain being large plots with interspersed modern architecture.

CA2 – Cazenove Local Centre

- The southern gateway to Stamford Hill.

- Typical buildings no more than 2–3 storeys in height, predominantly Victorian terrace or 20th century infill.
- The centre's north west area, is dominated by the 10 storey apartment block High Gaitskill, and 7 storey Ockway houses, both of which are in modernist style.

CA3 – Oldhill Street Local Centre

- The street has a mixture of buildings, largely 2–3 storeys.
- Overall the architecture is varied, with several buildings of notable historic value (the area forms the north end of the Northwold Cazenove conservation area) including St Thomas' Church.
- Many buildings share a style with the surrounding Cazenove neighbourhood.

CA4 – Dunsmure Road Local Centre

- Compact but busy retail parade.
- Unified architecture made up of two Victorian terraces with two continuous runs of shops.

CA5 – Stamford Hill

- Buildings are between 5-6 storeys set back from the A10, giving the corridor a very open feeling.
- The Architecture is split between two very different styles and urban grains; to the south, post-war estate blocks, set back with little relation to the road, and to the north, older mansion-type buildings which maintain consistency of roof line and style.
- Buildings are in a range of mixed or community uses.

CA6 – Clapton Common

- Attractive corridor which is marked out by the linear park of the same name, to the north east side of Stamford Hill.
- Many buildings of very high quality dating from the late Victorian and Georgian era, such as Clapton Terrace set back from the A107. Otherwise the mix is highly eclectic with the northwest side of the common being 7–8 storey inter or post war estates, while the east side folds away into 2–3 storey suburban houses.

CA7 – Amhurst Park

- East west route travelling along the north western boundary of Stamford Hill.
- Buildings in primarily residential or community uses set back from the road in a range of styles.

CA8 – Springfield

- 43 blocks of low rise terraces from the Victorian/Georgian and Interwar periods, predominantly 2–3 storeys, with some pockets of taller 3–4 storey Victorian and interwar apartments.
- Many properties have been remodelled and extended, especially to the rear.
- Dense grid is interspersed with various community uses, such as the New Synagogue and notably the former tram depot, now in use as a bus garage.

CA9 – Cazenove

- Largest of Stamford Hill's neighbourhoods, and is made up of highly consistent Victorian terraces, much of which is within the Northwold Cazenove Conservation Area.
- Area is predominantly 2–3 storey, occasionally broken up by 3–5 storey apartment blocks in a range of styles.

CA10 – New River

- Well preserved grid of Victorian streets and shares similar level of quality and consistency of streetscape with Cazenove neighbourhood.
- Area is predominantly late-Victorian 2–3 storey terraces in a range of styles; many include basements, front gardens and generous back gardens.

CA11 – Lordship

- Sits against the reservoirs at Woodberry down, arranged around a traditional grid of Victorian terraced streets.
- Area is predominantly 2 storey, with a mixture of terrace and semi-detached properties, and some 3 storeys properties on Manor and Bethune roads, with a generally consistent, dense streetscape.

CA12 – Amhurst North

- More mixed neighbourhood to the south of Stamford Hill Broadway.
- Area is made up of late Victorian/Edwardian and interwar terraced housing to the south of the area, with the northern area being made up of a mix of 3 bed new

build housing developments, and larger 4-5 storey developments along the High road.

CA13 – Leadale Road

- The fringe neighbourhoods area configuration of 3–5 storey housing and industrial blocks adjacent to the River Lea.
- The character of the area is in sharp contrast to the fine grain of the traditional residential streets in the surrounding context with blocks of maisonettes and flats.

CA14 – Springfield Park and Allen Gardens

- One main park; Springfield, to the North West, and the smaller Allen Gardens which runs along the railway to the west.

CA15 – Upper Clapton Local Centre

- Bustling area of shops and community facilities which sits on the southern boundary of Stamford Hill, between Cazenove and Upper Clapton Neighbourhoods.
- The architecture of the parade is predominantly made up of several Victorian shopping parades. Creating an attractive environment which is complemented by other buildings such as Clapton Library.

CA16 – Upper Clapton

- To the south of Clapton Local Centre, the south-east of Stamford Hill.
- Area contains a mixture of terraced and semi-detached housing, generally 2–3 storeys, mixed in (as is typical with many neighbourhood's) with more dense post war housing which is generally of 5 storeys.

Figure 10 – Local Character Areas and Qualities

Taller Buildings

In Hackney, a taller building is defined as any building or structure which is taller than its neighbours (50% taller than the prevailing building height) or which significantly changes the skyline or is 30 metres or more in height. Proposals for taller buildings will be assessed on a case by case basis and in accordance with policy LP1 of the borough-wide Local Plan. Given the relatively low density of the area, taller buildings are uncharacteristic and no areas are specifically identified as suitable for tall buildings; however, the Site Allocations in Part 5 specify appropriate building heights for each allocation site.

Chapter 5 Public Realm

Stamford Hill is a densely populated urban area and public spaces are essential to the well-being profile of the local community. People of all ages and backgrounds should be able to access high quality public spaces. Ensuring easier access to key connecting transport infrastructure and regional green assets such as the Lea Valley has the potential to enhance the experience of people who live, work or visit Stamford Hill.

Key Facts

- Where there is little undeveloped land in Stamford Hill, enhancing the quality of existing public spaces through greening increases their biodiversity and amenity value.
- Improving accessibility and wayfinding makes public spaces relevant for all members of the community.
- Introducing new uses and functions ensures a lively and safe street scene at all times.

Key Objectives

- To maximise the benefits of active travel by improving walking and cycling infrastructure to support growth and existing communities.
- To address deficiencies in children's play provision in the northern and southern parts of the Stamford Hill AAP area.
- To improve the network of streets and footpaths to make walking and cycling safe and pleasant and reduce traffic congestion in the Stamford Hill area particularly around Oldhill Street and Dunsmore Road.
- To promote the health and well-being of local people by supporting active lifestyles and reducing health inequalities.

Policy AAP7: Public Realm

- A. Development will be required to make a positive contribution to the quality of the public realm of Stamford Hill, through the design of new development and through using developer contributions where appropriate.**
- B. Development should contribute to the range of proposals to improve connectivity, accessibility, urban greening, and create child friendly environments as set out in Figures 16 to 20 where appropriate.**
- C. Development should contribute to improving pedestrian and cycle routes,**

including, along the Lea Navigation towpath.

Hackney Local Plan (2033) policy cross reference:

- PP1 Public Realm
- LP9 Health and Wellbeing
- LP41 Liveable Neighbourhoods
- LP42 Walking and Cycling
- LP44 Public Transport and Infrastructure

The Council is committed to improve the quality of life for people who live, work or visit Stamford Hill. The public realm policy aims to build upon the success of policy LP41 in creating livable and sustainable neighbourhoods. Public realm improvements are needed to achieve an inclusive, vibrant, safe, attractive, functional and welcoming environment that can be enjoyed by everyone, including people of different ages.

Many children and young people in Stamford Hill find that there are limited opportunities to play and spend time in their local neighbourhood. This is heightened as a result of restrictive street design, road layouts and danger of fast moving vehicles. The public realm improvements not only look to achieve an attractive and accessible environment but also safe spaces for children to play. More broadly, public realm interventions should also enhance social use and legibility, and be flexible in function.

It is essential that new areas of the public realm should be designed carefully to accommodate and strengthen pedestrian and cycle linkages to public transport and surrounding areas.

There have been improvements to lighting, seating and ambience at stations at Stamford Hill, Clapton and Stoke Newington. These have seen significant increases in passenger numbers. The Council will continue to press for further improvements to transport services and station accessibility (see part 6).

Public Realm Projects

A series of public realm projects are proposed to enhance the public realm of Stamford Hill (See Appendix 1). These projects include improvements and measures to better link the neighbourhood through safe and green pedestrian and cycle routes with easy access to key connecting transport infrastructure and regional green assets such as the Lea Valley. The proposals have been identified in the Stamford Hill Public Realm Study (2020) in line with the Emergency Transport Plan (2020)⁵. They also reflect the eight Child Friendly Design principles that are outlined in the borough-wide Growing up in Hackney Child Friendly Places SPD.

⁵ Hackney, Emergency Transport Plan: responding to the impacts of Covid-19 on the transport network (September 2020)

Chapter 6 Green Infrastructure

Stamford Hill has numerous open spaces. The largest of these is Springfield Park, covering nearly 15 hectares, there are also Lea Valley Park and Clapton Common within the Area Action Plan (AAP) boundary. Adjacent to the area to the north-west lies the recently renovated Woodberry Wetlands. Springfield Park is also part of the Springfield and Stamford Hill Local Nature Recovery Area which is focused on Springfield and Stamford Hill.

Stamford Hill residents are able to benefit from the 3.2km catchment of The Lea Valley Regional Park and its proximity to Stamford Hill, within acceptable walking distance from their homes. The area also has adequate access to District size parks, Clissold Park, North and South Millfields Park, Coppermill Fields, Lower Hall Fields and Finsbury Park are all District scale parks which have a catchment area that reaches the Stamford Hill neighbourhood.

The Green Links policy alongside the Hackney's Green and Open Spaces policies in the borough-wide Local Plan seeks to protect and enhance existing biodiversity, develop and improve green links between these spaces and support the creation of new open spaces.

Key Facts

- There is less public park provision in Stamford Hill in comparison to the Hackney average. The average provision per 1000 population in Hackney is 1.36ha, the level of provision in Stamford West is significantly lower⁶.
- Springfield Park is a classified 'cool space'⁷, with around 48.52% tree canopy cover. 'Cool spaces' areas for Londoners to take respite on hot days.

Key Objectives

- To improve connections between existing open spaces within the Stamford Hill area with a particular focus on east to west links to improve accessibility between Woodberry Downs and the Lea Valley Regional Park.
- To retain and enhance Green Chains and Green Corridors to encourage positive impacts on climate change, drainage, air quality, active travel and health.

⁶ Hackney Open Space Assessment, LUC, 2018

⁷ Mayor of London 'Cool Spaces (summer 2023)':
<https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/climate-change/climate-adaptation/cool-spaces>

Policy AAP8: Green Infrastructure

- A. Development adjacent to existing Green Chains and Green Corridors, identified in Figure 12, must be developed in a way that enhances access to the green infrastructure network and contributions may be sought towards improvements to address recreational demand.**
- B. Development fronting onto the Wetlands to Wetlands Greenway on Figure 13 should deliver ground level urban greening that contributes to a coherent green character and disperse air pollution.**
- C. Contribute to opening up access to the River Lee, celebrating the nature and character of the Lee, including introducing signposting and public art where appropriate.**
- D. Ensure flood risk assessments and flood risk mitigation is incorporated in the design of new development including those within Site Allocations identified in part 5.**

Hackney Local Plan (2033) policy cross reference:

- LP46 Protection and Enhancement of Green Infrastructure
- LP47 Biodiversity and Sites of Importance of Nature Conservation
- LP48 New Open Space
- LP49 Green Chains and Green Corridors
- LP53 Water and Flooding
- LP54 Overheating and Adapting to Climate Change
- LP55 Mitigating Climate Change
- LP56 Decentralised Energy Networks
- LP57 Waste
- LP58 Improving the Environment - Pollution

Green Infrastructure Network

Green infrastructure networks are important components to tackling climate change. Improving the quality, use and greening of existing open spaces, particularly improved accessibility to existing parks through enhanced links between open spaces is important in Stamford Hill. The Hackney Open Space Assessment, (LUC, 2018) concludes that in some areas of Stamford Hill access falls beneath these benchmarks. It identifies areas that are deficient in overall quantity and accessibility to open space. Figure 15 shows that there are areas of deficiency in access to local and/or small size parks within 400m walking distance extending from north west to the south east of the AAP area. In addition, there is a general lack of access at the district level – Clissold Park and Millfields are the only two district size parks in Hackney (20-59ha).

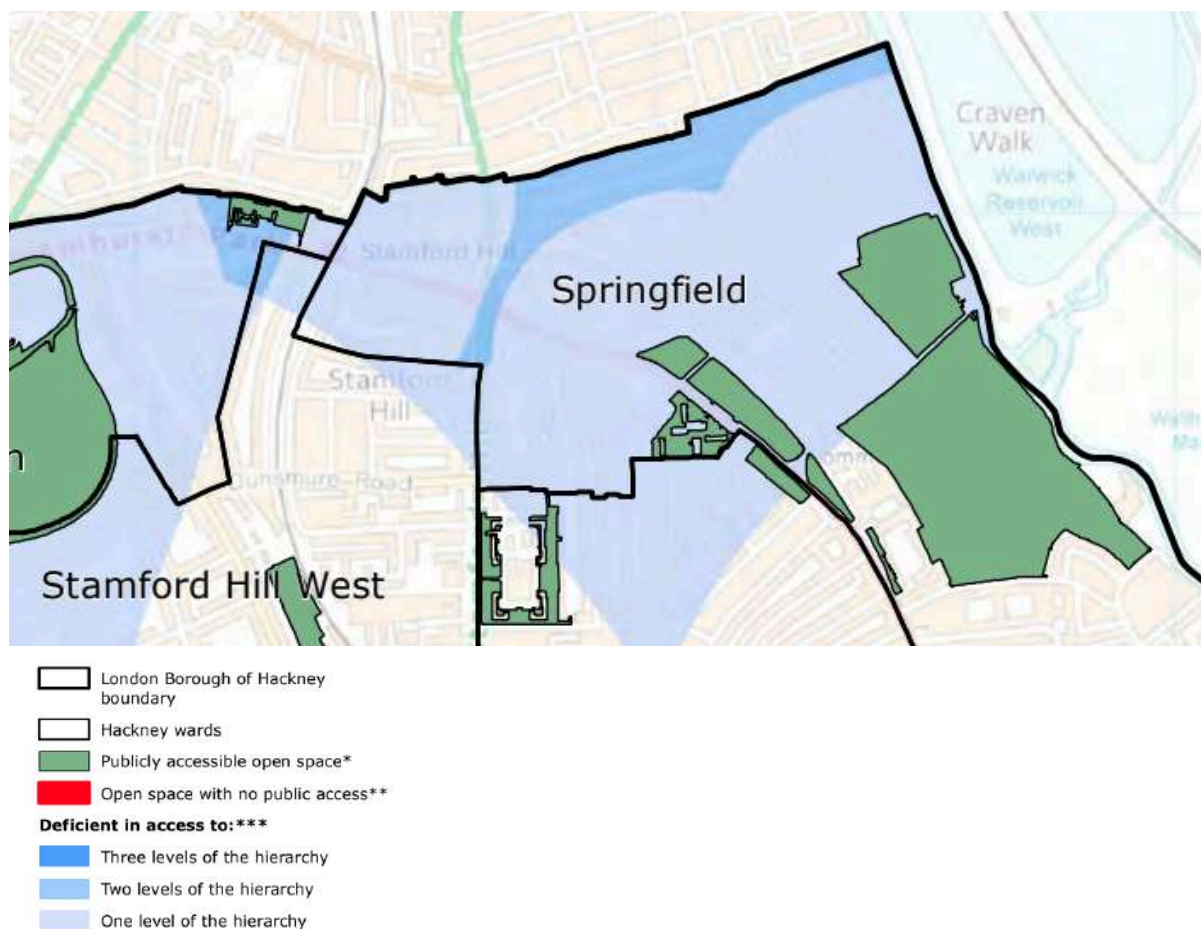


Figure 11: Open Space Access and Deficiency in Stamford Hill
Source: Hackney Open Space Assessment, LUC, 2018



Figure 12: Green Chains and Green Corridors in Stamford Hill

Green Chains and Green Corridors, as identified in LP33 Policy LP49, are an integral part of the green infrastructure network. They can aid accessibility to open spaces and encourage biodiversity into the built environment. The Green Chains identified in Stamford Hill are: Clissold Park to Springfield Park Green Chain: From Clissold Park through Cazenove to Springfield Park

Green Corridors are relatively continuous areas of greenery leading through the built environment, which may be linked and may not be publicly accessible. They may allow animals and plants to be found further into the built-up area than would otherwise be the case and provide an extension to the habitats of the sites they join. The green corridors identified in Stamford Hill are:

- Hackney Downs to Amhurst Park Road Railway Cutting: Along the railway line from Stoke Newington station up to Stamford Hill station which forms an important linear woodland for wildlife;
- Lea Navigation Corridor: The east boundary of the AAP area along the River Lea Canal;
- Hackney Downs to Leaside Road Railway Cutting: The south eastern boundary of the AAP area along the railway line to Clapton Station; and,
- New River: The western boundary of the Stoke Newington reservoirs (adjacent to the AAP area).

Enhance the setting of development along the River Lea Canal (in line with Policy AAP7) and will improve the access to the Lee Valley Regional Park, which includes the green corridor of Queen Elizabeth Olympic Park, Leyton Marshes and Walthamstow Wetlands that are located partially in Hackney and in the neighbouring boroughs.

Green Infrastructure Strategy – Green Spine 1

The Wetlands to Wetlands Greenway joins Woodberry Wetlands to Walthamstow Wetlands and provides a quiet east to west link to improve accessibility between Woodberry Downs and the Lea Valley Regional Park. The Council's adopted Green Infrastructure Strategy, 2023 identifies further opportunities for the Wetlands to Wetlands Greenway. The GIS is a framework for protecting, improving, expanding and connecting Hackney's green infrastructure. It has identified seven Green Spines within the borough with the potential to increase greening. Green Spine 1 is a link running from Finsbury Park to Walthamstow Wetlands. It utilises the Wetlands to Wetlands Greenway in some parts and runs through the Stamford Hill area. It is an important means to improving and extending greening in the AAP area, particularly through the planting of street trees.



Figure 13: Wetland to Wetlands Greenway

Biodiversity and Sites of Importance of Nature Conservation

National guidance set out in both the NPPF 2021 and the Environmental Bill 2020 outlines that eligible new development should secure a 10% net gain in biodiversity to curate robust green infrastructure networks across the built environment. Policy LP47 of the borough-wide Local Plan provides detailed guidance.

Stamford Hill has a number of nature conservation areas within and adjacent to the AAP area, including Sites of Importance for Nature Conservation (SINCs). SINCs are valuable local wildlife habitats where people can experience nature close to where they live and work. Sites are classified into Sites of Metropolitan (London-wide), Borough and Local Importance depending on their relative value. Stamford Hill has a number of designated SINCs which include:

- Spring Hill Playing Fields and Allotments
- Springfield Park
- Homeleigh Railway Cutting / Stamford Hill Railsides
- Allen's Gardens
- Clapton Common Pond

- Lea Valley (adjacent to AAP area)
- Abney Park Cemetery (adjacent to AAP area)
- Clissold Park (adjacent to AAP area)
- The New River (Woodberry Down) (adjacent to AAP area)
- Stoke Newington Reservoirs (adjacent to AAP area)

The Hackney Local Nature Recovery Plan (2023) also identifies Springfield and Stamford Hill as one of five nature recovery areas in Hackney. The priorities are to:

- continue to improve the ecological value of Springfield Park, especially remnant areas of semi-improved grassland;
- introduce areas of wildflower meadow or prairie planting into amenity green spaces to increase the range for common grassland invertebrates found on the nearby Walthamstow Marshes;
- encourage and support additional wetland edge planting to increase ecological connectivity along the Lea;
- renew the management plan for the East and West Bank Nature Reserve in light of the new vegetation management standard instituted by Network Rail on their land-holding.

Adjacent to the AAP area along the north west boundary is Woodberry Wetlands (previously known as East Reservoir) and West Reservoir, also known as Stoke Newington Reservoirs. Parts of Woodberry Down and Stamford Hill West within the Stamford Hill AAP area are within the 400m catchment for West Reservoir; the site currently has restricted public access but work is underway to open up West Reservoir for wider public access. The neighbouring Woodberry Wetlands (previously known as East Reservoir) provides a higher quality open space with full public access and in recent years has received Lottery funding to enhance the site for wildlife and the public.

Flooding and Contribution of Green Infrastructure

Stamford Hill is predominately in Flood Zone 1 so there is a low risk of fluvial flooding in the AAP area, except along the eastern boundary where it is in Flood Zone 2 and 3 and there is an increased risk of fluvial flooding from the River Lea. The AAP area also contains three critical drainage areas, mainly to the southeast in Upper Clapton and Clapton as well as the southwest in Stoke Newington. Critical drainage areas are defined as a discrete geographic area (usually a hydrological catchment) where multiple and interlinked sources of flood risk (surface water, groundwater, sewer, main river and/or tidal) cause flooding during severe weather thereby affecting people, property or local infrastructure. When building or developing in an identified Local Flood Risk Zone (LFRZ) as shown in Figure 18, policy LP53 of the borough-wide Local Plan will apply. There may be a requirement required to submit a site-specific Flood Risk Assessment (FRA).

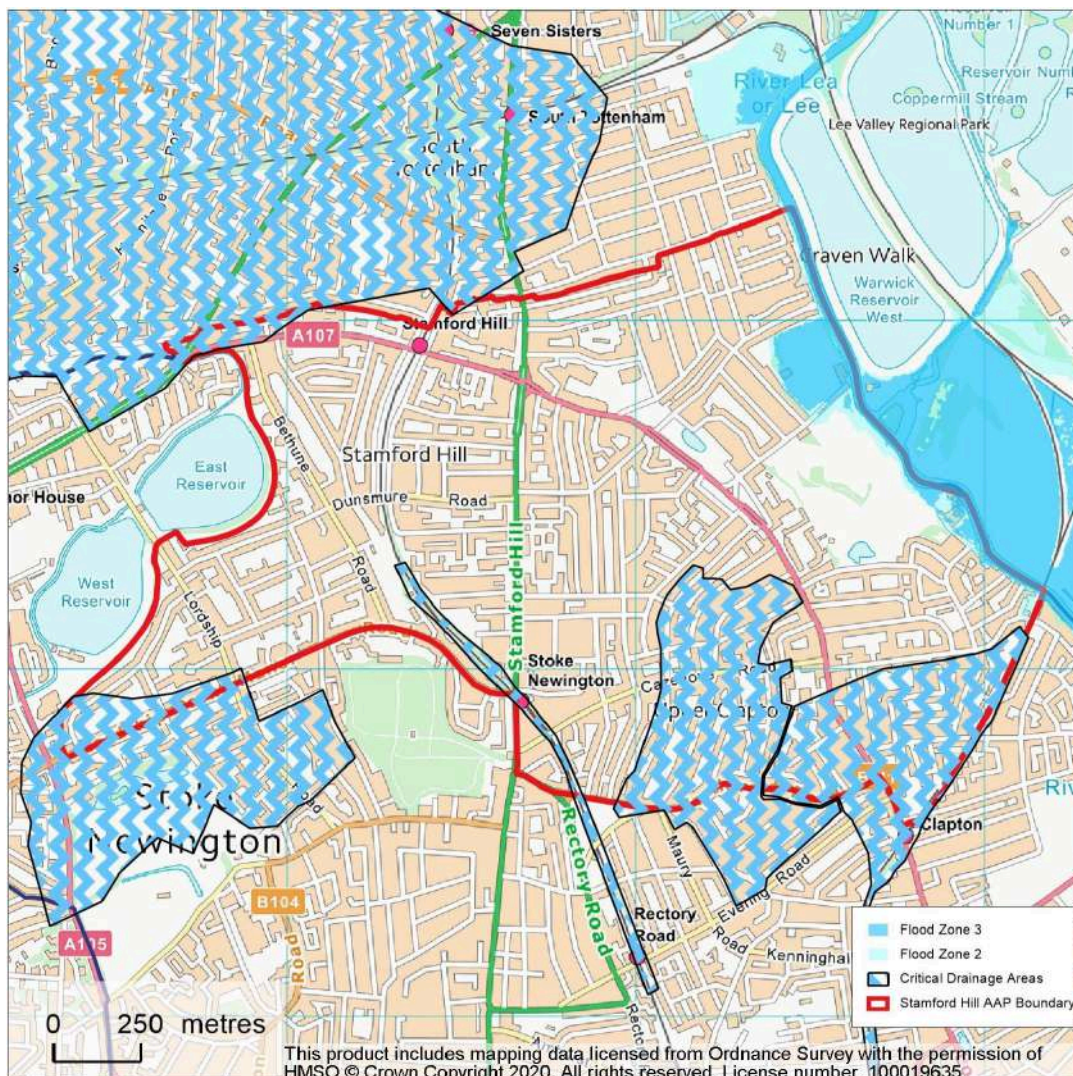


Figure 14 – Local Flood Risk Zones in Stamford Hill

The risk of surface water flooding has a greater impact on the urbanised environment due to runoff from impermeable and made surfaces. These risks are exacerbated by the impact of climate change, which will lead to increased rainfall intensity and frequency. As much of Stamford Hill is densely populated, any further addition of impermeable surfaces will increase the risk of flooding to the area and surface water flow path will also become more unpredictable, which can then affect areas which may not previously be under the threat of flood risk.

Increasing permeable ground within the Stamford Hill region is essential to allow water to soak into lower soil profiles and the underlying geology where feasible. Green infrastructure such as green roofs, rain gardens, bioretention areas, wetlands, swales etc are an important component in encouraging natural infiltration into the ground. This can reduce surface runoff, thereby decreasing the risk of surface water flooding which can occur after a heavy rainfall when the public drainage system is overwhelmed.

The Local Plan sets out a number of other policies to manage environmental impacts which will apply in Stamford Hill. These include policies to deliver a reduction in carbon emissions to address climate change, through adaptation requirements in policies, LP53 and LP54, build-in resilience and prepare for expected changes to the environment that will occur through climate change and LP55 and LP56 address mitigation.

Improved Recreational Space

The provision of high quality recreational spaces for residents of Stamford Hill is central to maintaining the health and wellbeing of local residents. It is recognised that the new homes proposed in this plan will generate demand for additional recreational opportunities.

Significant improvements have already been made to existing parks and green spaces such as Springfield Park, which recently received £3.1m of investment from the National Lottery Heritage Fund. The following projects will further improve the recreational experience for existing and future residents:

West Reservoir, Woodberry Down:

A number of improvements are proposed for this incredible urban reservoir, which is a popular location for open water swimming, canoeing and sailing. These include:

- Increased public access to the green space along the eastern bank of the reservoir for local residents and visitors, via a new footpath from the West Reservoir Centre connecting to Woodberry Down across a new pedestrian footbridge.
- A new accessible bridge across the New River to the south-west of the reservoir (replacing and slightly relocating the current bridge which has steps).

- Improved landscaping, including wildflower meadows, trees and hedgerows.
- Enhanced habitats for wildlife, including extensive new reed beds in the reservoir.

In addition, the proposals will deliver:

- A new introduction to open water swimming area for beginner swimmers and other groups.
- New indoor 'village changing' facilities with showers and additional toilets.
- Relocation of the cafe with new outdoor seating area, to maximise the space inside the building.
- Upgraded conference spaces.
- Upgraded boat workshop and learning spaces.

Clapton Common Improvements

There is a proposal to convert an old road that currently dissects Clapton Common into parkland, better linking a new café to the rest of the green space.

These improvements are proposed to improve the overall accessibility to the common and introduce semi natural elements.

The proposals include new footpaths and greenery and the removal of redundant street furniture. Areas of semi-natural environment will be created through additional planting and setting aside areas that will remain in an 'unmanaged' state. These aspects will encourage greater biodiversity across the Common, making it a more attractive place for residents to spend time.

5. Site Allocations

Key strategic development sites that contribute to the realisation of the objectives and vision for Stamford Hill have been identified as Site Allocations. Developers are to refer to the Site Allocations and engage with the Council early on development proposals for these sites. The sites are shown on Figure 15.

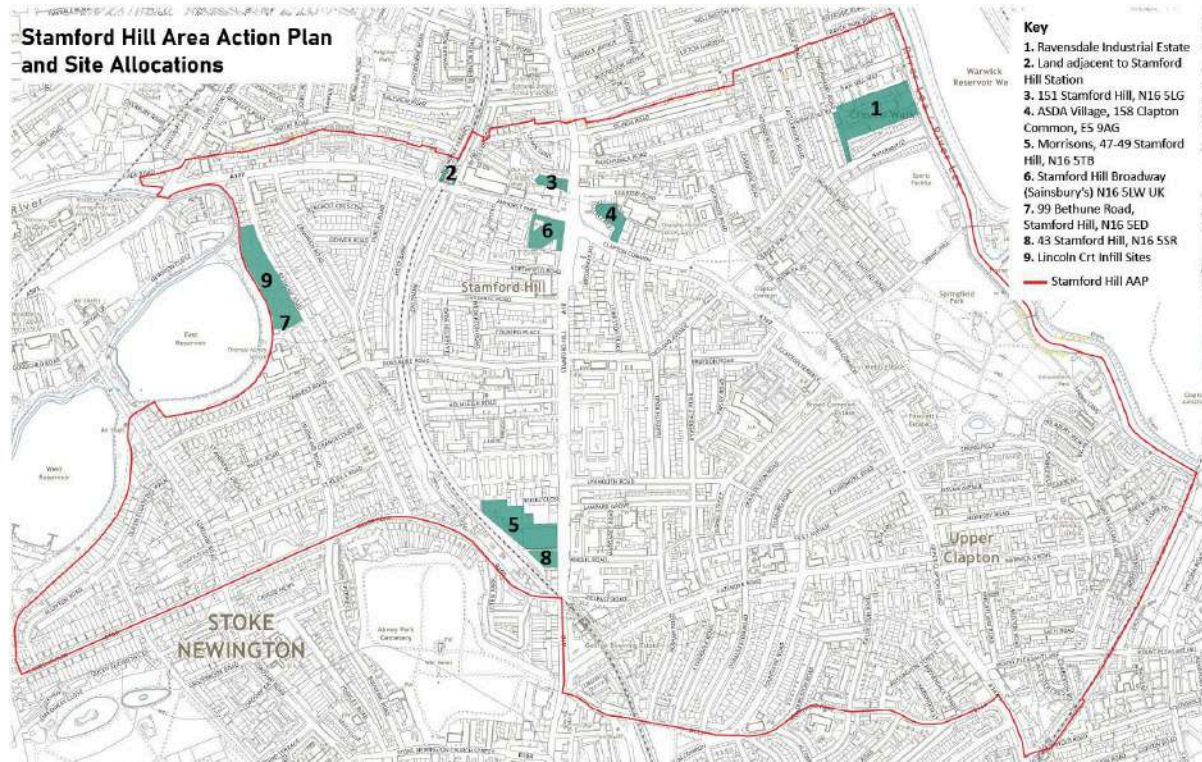


Figure 15: Stamford Hill Area Action Plan Site Allocations

Site-specific development principles, uses and indicative quantum of development are identified for each site. It also identifies when sites are likely to be built out, whether in the 'short term' (0–5 yrs), 'medium term' (6–10 yrs) or 'long term' (11–15 yrs).

Site Capacity Assumptions

The Gross External Area (GEA) capacity figures set out below are indicative and should not be considered to be the exact quantum sought. However, they are a reasonable approximation of the scale of development of these uses that are expected from the allocated sites.

SHAAP	Site Name	Housing	Housing (sqm)	Employment (sqm)	Total (sqm)	Phasing (Short Medium or Long Term)
01	Ravensdale Industrial Estate	314	40,200	4,750	44,950	Medium
02	Land adjacent to Stamford Hill Station	8	900	0	900	Medium
03	151 Stamford Hill, N16 5LG	50	4,500	1,400	5,900	Medium
04	ASDA Village, 158 Clapton Common, E5 9AG	35	4,000	2,200	6,200	Long
05	Morrisons, 47-49 Stamford Hill, N16 5TB	196	22,100	6,800	28,900	Medium
06	(Sainsburys), 1 Amhurst Park, N16 5LW	61	6,500	2,600	9,100	Short
07	Chasidey Belz Beth Hemedrash 99 Bethune Road, N16 5ED	12	1,600	0	1,600	Medium
08	43 Stamford Hill Road. N16	34	4,550	0	4,550	Medium
09	Lincoln Court, Berthune Road N16 5EA Infill Sites	86	9,000	0	9,000	Short

Table 1: Stamford Hill Site Allocation and Capacity

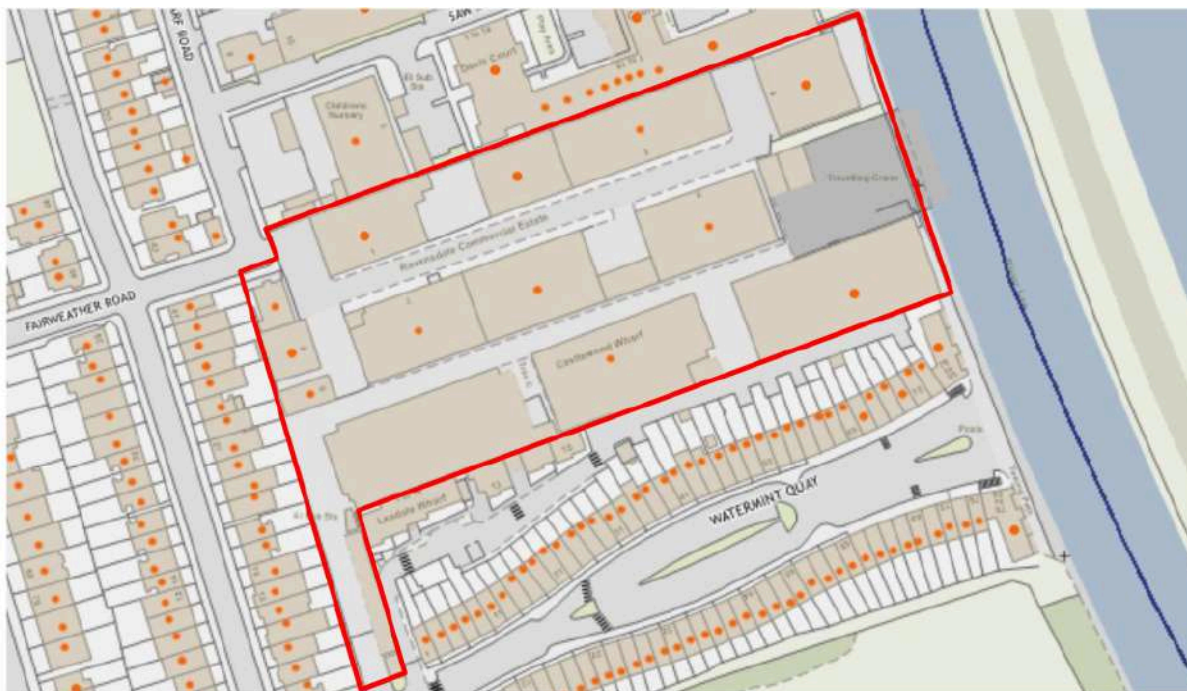
SHAAP 01 – Ravensdale Industrial Estate



Site View



Site 3D View



Site Plan

Ward: Springfield

Ownership: Private

Area in Hectares: 1.7

Existing use: Commercial, light industrial and residential

Planning Considerations:

- Local Plan 2033 Policy PP4 Stamford Hill
- Lea Navigation Green Corridor
- Flood Zone 2 to east of the site
- Ravensdale Road to River Lea public realm improvements
- Site slightly in Flood Zone 2 on eastern boundary
- PTAL 1a–2

How was the site identified?

Site identified by the Council.

Timescale: Medium Term

Policy SHAAP 01 Site Allocation

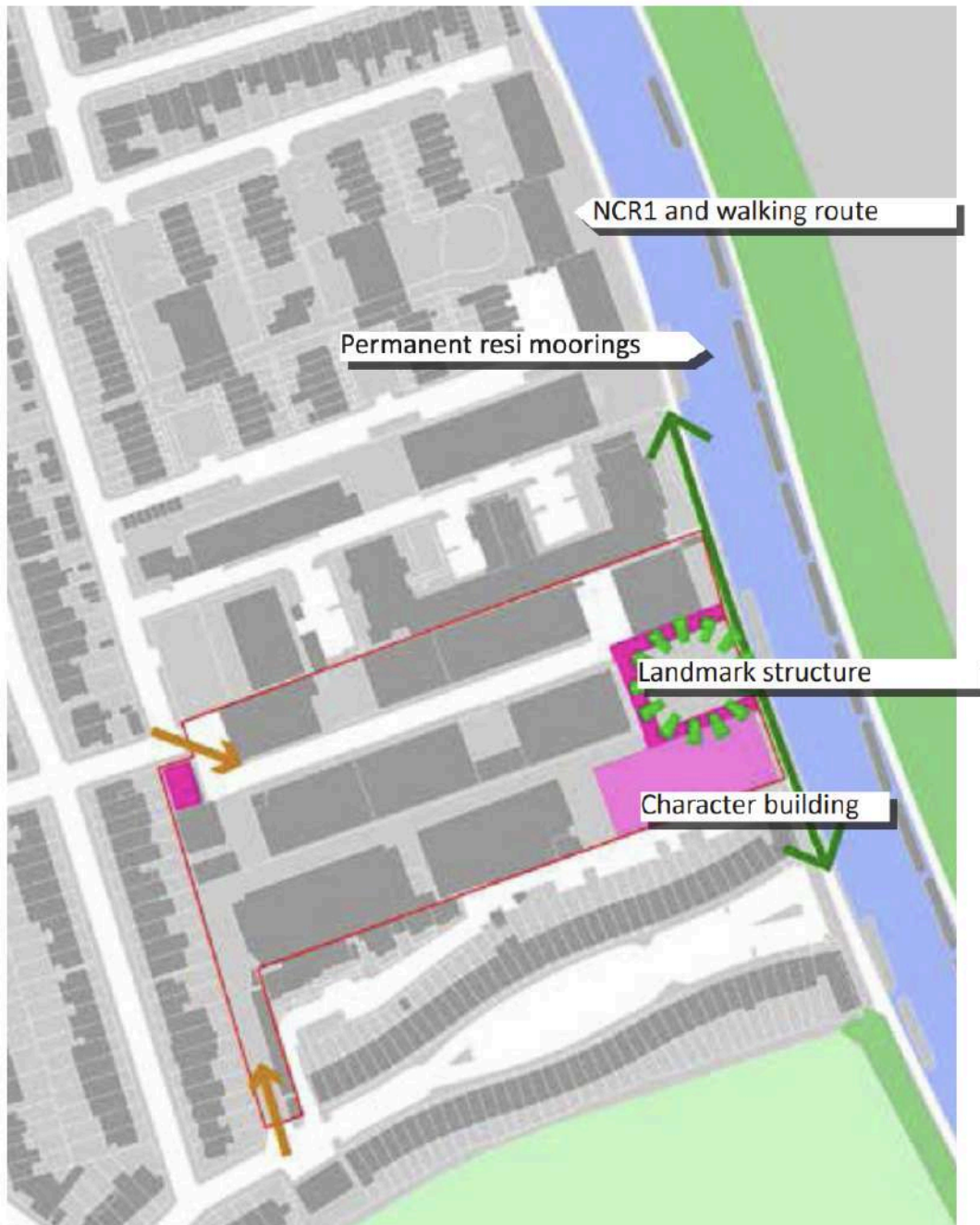
Allocation: Residential and commercial mixed-use development

Indicative Capacity: Approximately 314 residential units with community use and provision of commercial use.

Development on Site Allocation SHAAP01 should:

- Be of an appropriate building height of up to 8 storeys, including 2 setback top storeys, with potential to incorporate a landmark building
- Improve public realm through the site from Timberwharf Road to the River Lea.
- Improve connections through the site to the canal
- Provide waterside amenity space
- Deliver significant urban greening in the form of trees and planting
- Look to retain/incorporate characterful elements such as the waterside crane structure
- Any development needs to take into consideration the fact that the site falls within a fluvial flood zone 2, therefore an appropriate Flood Risk Assessment will need to be produced.

Development Context



Site analysis

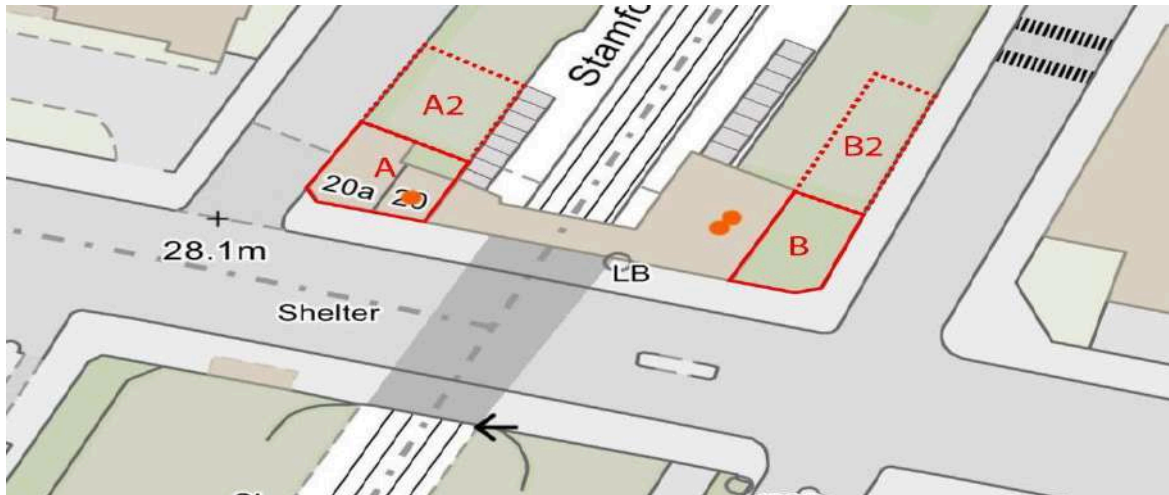
The Ravensdale Industrial Estate is a small commercial and informal warehousing site left from a time when similar sites lined the west bank of the Lea Navigation. The cranes on site and local landmarks which oversail the canal are a reminder of the industrial heritage of the

navigation. The cranes also enclose an unbuilt space which serves as a waterside amenity space.

There are large landmark scale twentieth century warehouses, some of which have character value. The large buildings on site are flexible and offer low cost accommodation for a variety of uses, including an element of residential use/ live work accommodation and informal housing for creative people. The site is not particularly accessible by public transport given the PTAL rating of 1a-2.

Notable features: A landmark crane structure.

SHAAP 02 – Land adjacent to Stamford Hill Station Railway



Site Plan



Site View

Ward: Springfield/Woodberry Down

Ownership: Public

Area in Hectares: 0.041

Existing use: Retail and banks of the railway cutting

Planning Considerations:

- Local Plan 2033 Policy PP4 Stamford Hill
- Hackney Downs to Amhurst Park Road Railway Cutting Green Corridor (south of site)
- PTAL 5

How was the site identified?

Site identified by the Council.

Timescale: Medium Term

Policy SHAAP 02

Allocation: Residential

Indicative Capacity: Approximately 8 residential units.

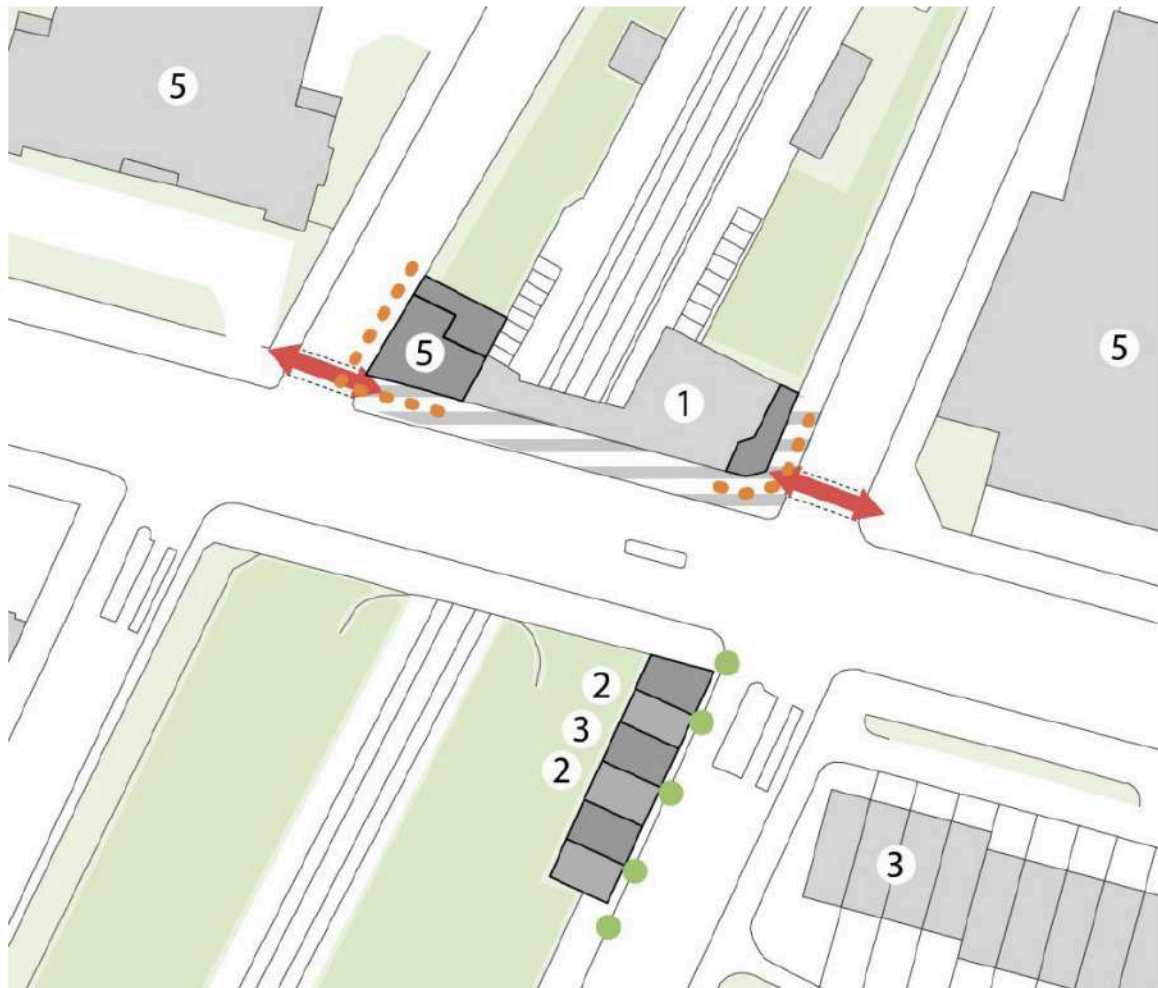
Development Principles:

- The site could support a 3 storey building, stepping down to a single storey to Amhurst Park.
- Public realm improvements along the station would benefit east/ west movement along Amhurst Park. The building footprints on both sites should be in line with the existing station building.
- Development will require removal of 2–3 mature trees alongside the railway embankment which should be replaced around the new development.

Development Site Allocation SHAAP02 should:

- Be of an appropriate building height of 1–3 storeys.
- Adopt a sensitive and innovative design to complement the complexity of this site.
- Create a new platform access.

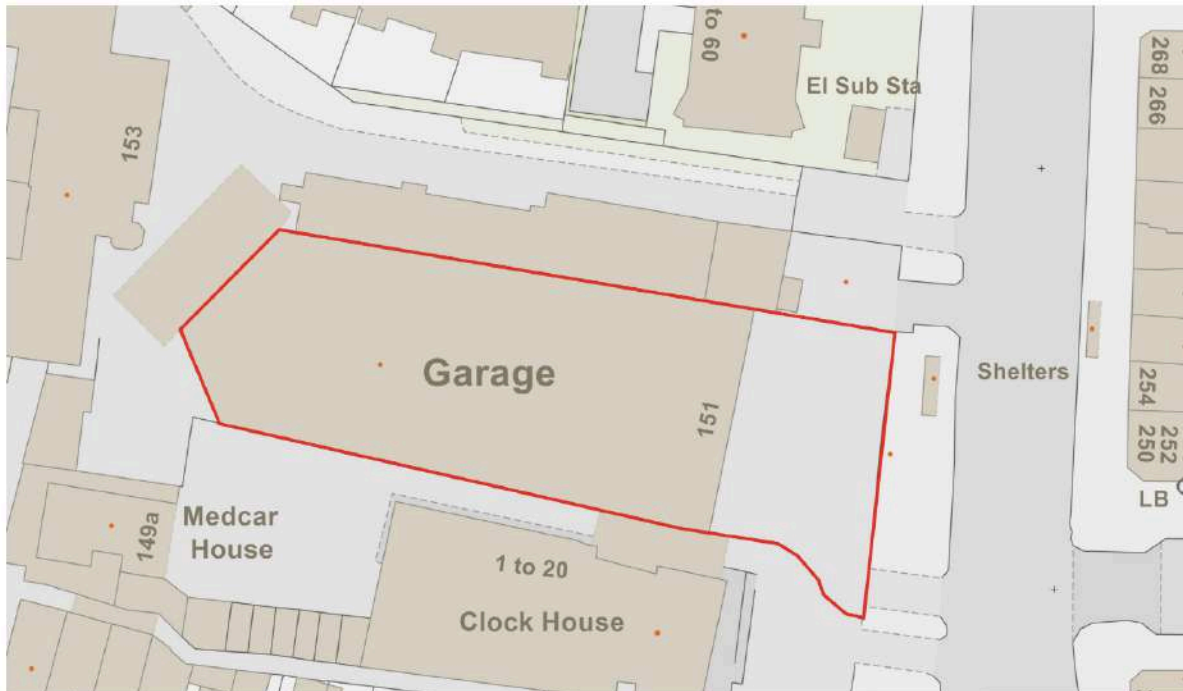
Development Context



Site analysis

- The two sites are adjacent to the entrance of Stamford Hill station. The sites are small corner sites plus land behind on the banks of the railway cutting. One site is cleared and vacant and the other site is occupied by a small retail unit.
- The station is a single-storey heritage asset. Buildings to the west are 5 storeys and to the east are 4 storeys.
- The site boundaries are assumed to be those in the measurements of A and B. However, the site could become more viable if extended to take in some small area of adjacent embankment. This could be in conjunction with work to create a new platform access.
- There are several mature trees alongside the railway embankment which would need to be reprovided for in any new development.

SHAAP 03 – 151 Stamford Hill, N16 5LG



Site Plan



Site 3D View



Site View

Ward: Springfield

Ownership: Private

Area in Hectares: 0.19

Existing use: Retail

Planning Considerations:

- Local Plan 2033 Policy PP4 Stamford Hill
- LP34 Stoke Newington, Stamford Hill and Finsbury Park
- Located in Stamford Hill District Centre
- Stamford Hill District Centre public realm improvements
- PTAL 5

How was the site identified?

Site identified by the Council.

Timescale: Medium Term

Policy SHAAP 03**Allocation:**

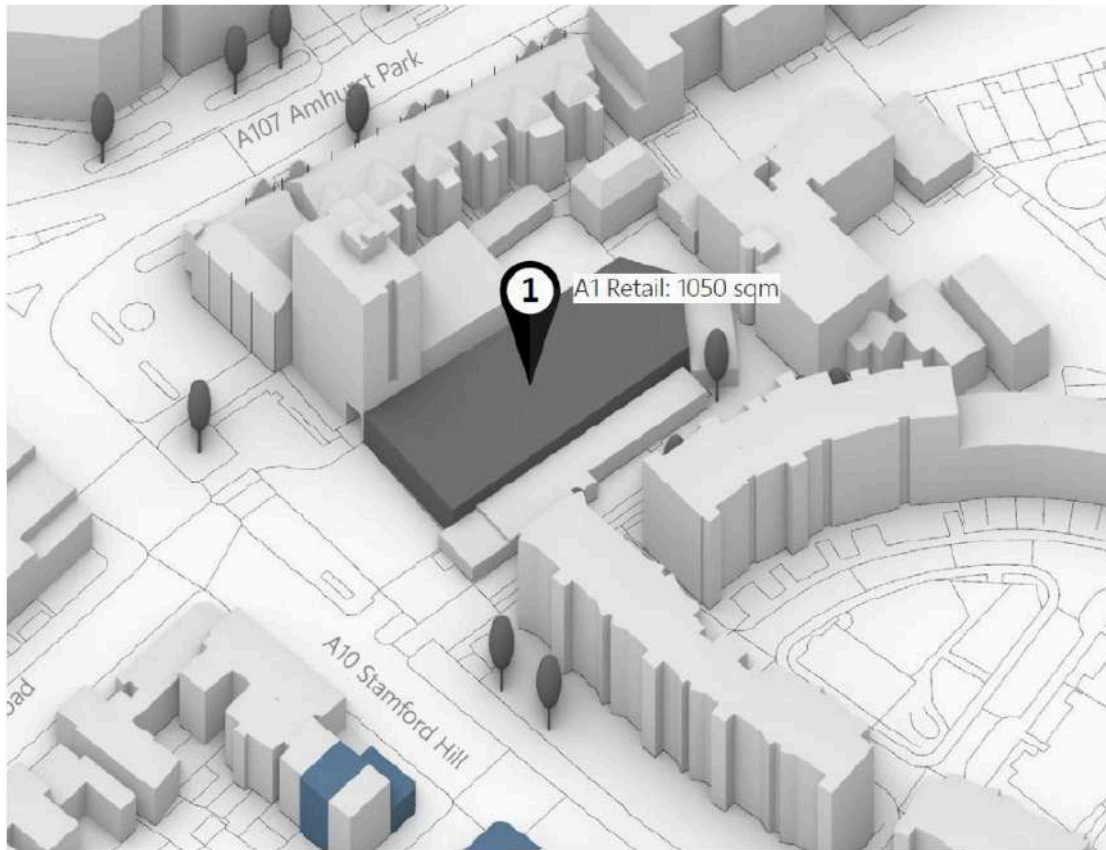
Residential and re provision of commercial use (town centre use)

Indicative Capacity: Approximately 50 residential units with re provision of commercial and community floorspace.

Development on Site Allocation SHAAP 03 should:

- Be of an appropriate building height of 6 storeys and set in from the northern and southern boundaries at the rear
- Create dual aspect flats, likely by using deck access
- Follow the front building line along Stamford Hill Broadway.
- Have private and communal gardens at first floor level
- A commercial frontage on ground floor is essential due to location within the town centre facade of the building fronting Stamford Hill Broadway should follow the existing building line.
- There is the opportunity to create new pockets of active, well overlooked public spaces, along key routes which provide further opportunities for greening.

Development Context

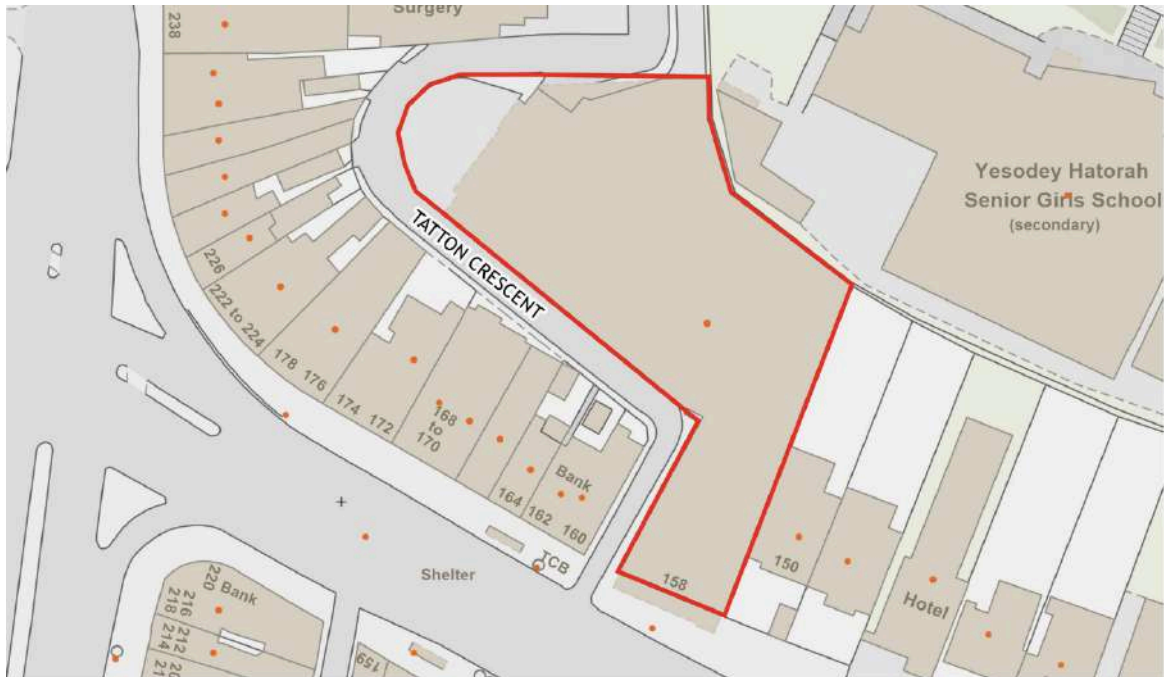


Site analysis



- A commercial frontage on ground floor is essential due to location within the town centre facade of the building fronting Stamford Hill Broadway should follow the existing building line.
- There is the opportunity to create new pockets of active, well overlooked public spaces, along key routes which provide further opportunities for greening.

SHAAP 04 – ASDA Village, 158 Clapton Common, E5 9AG



Site Plan



Site 3D View



Site View

Ward: Springfield

Ownership: Private

Area in Hectares: 0.4

Existing use: Vacant (previously ASDA superstore and commercial units)

Planning Considerations:

- Local Plan 2033 Policy PP4 Stamford Hill
- LP34 Stoke Newington, Stamford Hill and Finsbury Park
- Located in Stamford Hill District Centre
- Stamford Hill District Centre public realm improvements

- PTAL 5

How was the site identified?

Site identified by the Council.

Timescale: Long Term

Policy SHAAP 04

Allocation:

Residential and re provision of commercial use (town centre use)

Indicative Capacity: Approximately 35 residential units with re provision of commercial floorspace.

Development on Site SHAAP 04 should:

- Improve street surveillance with front doors and windows animating a new throughway
- Be of an appropriate massing and building line in order to be sensitive to surrounding residential buildings
- Frame the entrance to the site from Clapton Common with a slightly taller corner feature
- Be of an appropriate building height of up to 3 storeys fronting the street, rising to 5 storeys at the rear.
- Creation of a new pedestrian street and play corner space, creates new north-south connections between Clapton Common and Egerton Road
- A taller corner feature building can frame the entrance to the square from Clapton Common.
- Building massing to be setback and sensitive to surrounding residential buildings and rear gardens.

Development Context



Site analysis



Archive Cinema Building

- Maps from 1953 show the site, which today is a shopping arcade anchored by Asda, as a cinema and subsequently the first ten pin bowling alley in the UK in the early 60s.
- For most of the 20th Century the site has been the location of an important landmark building anchoring the eastern end of Stamford Hill Broadway Town Centre.
- In the past the building on the site has also been taller and architecturally more substantial than the current single storey building. Opportunity for the creation of a new pedestrian street and play corner space, creates new north- south connections between Clapton Common and Egerton Rd.

SHAAP 05 – Morrisons, 47-49 Stamford Hill, N16 5TB



Site Plan



Site View



Site 3D View

Ward: Stamford Hill West

Ownership: Private

Area in Hectares: 1.18

Existing use: Morrisons Superstore and car park

Planning Considerations:

- Local Plan 2033 Policy PP4 Stamford Hill
- LP34 Stoke Newington, Stamford Hill and Finsbury Park

- Located in Stoke Newington District Centre
- Stamford Hill Boulevard public realm improvements
- Critical Drainage Area (western end of site)
- Hackney Downs to Amhurst Park Road Green Corridor
- PTAL 5

How was the site identified?

Site identified by the Council.

Timescale: Medium Term

Policy SHAAP 05

Allocation:

Residential and commercial use

Indicative Capacity: Approximately 196 residential units with community use and re provision of commercial floorspace.

Development on SHAAP 05 should:

- Re-establish the set back build line that characterises Stamford Hill with the inclusion of new public square by the corridor essential to mark entrance into the development and establish relationships with existing historic buildings
- Be a street-based development with perimeter blocks up to 3-9 storeys, lowering to the north of the site to, minimise daylight impact on existing housing blocks
- Have a 4 storey frontage with 2 further storeys set-back towards Stamford Hill
- Have a form and style that respects the setting of the adjacent locally listed building
- Retain existing mature trees
- Include a large commercial ground floor space on site.
- Provide a Flood Risk Assessment and install any sustainable drainage system(s) where appropriate to account for the western part of the site which was identified for risk from surface water flooding

Development Context



Site analysis



- The site is in the Stoke Newington District centre. The supermarket use should be maintained as it is an important destination for the local community.
- There are opportunities for the back building line that characterises Stamford Hill Broadway to be reinstated marking the entrance of the development and establishing relationships with existing historic buildings.
- It is next to a grade II listed pair of houses 51 and 53 Stamford Hill N16 and the view to the listed properties to the south over the railway should be maintained.
- A public space and shared surface street at the centre of the development could introduce much needed opportunities for play and greening through tree-lining.

- There are existing housing blocks to the north of the site which are lower in height which would require careful consideration in terms of daylight impact
- There are a number of existing mature trees on the site.
- The western part of the site falls within an identified area at risk from surface water flooding.
- Public space at the centre of the site could introduce much needed opportunities for play.

SHAAP 06 – SAINSBURY'S STAMFORD HILL BROADWAY, 1 Amhurst Park, N16 5LW



Site Plan



Site View



Site 3D View

Ward: Springfield
Ownership: Private/Council
Area in Hectares: 0.35
Existing use: Retail

Planning Considerations:

- Local Plan 2033 Policy PP4 Stamford Hill
- LP34 Stoke Newington, Stamford Hill and Finsbury Park
- Located in Stamford Hill District Centre
- Stamford Hill District Centre Public realm improvements
- PTAL 5–6a

How was the site identified? Site identified by the Council.

Timescale: Medium Term

Policy SHAAP 06

Allocation: Residential and commercial

Indicative Capacity: Approximately 61 residential units with community use, re-provision of commercial floorspace and public space.

Development here should:

- Reprovide the supermarket and new commercial space on the ground floor with frontage onto Stamford Hill Broadway, with a finer grained active frontage than the current building with additional commercial units
- Have building highest on the street frontage at around 5 storeys in height and 5–7 storeys to the rear, with massing of building to the rear of the site to minimise impact on adjacent apartment blocks and Victorian school building.
- Deliver high quality contemporary architecture to set a precedent for new development within the town centre, with well articulated facades fronting Stamford Hill Broadway.
- Improve the surrounding public realm, including refurbishment and repurposing of the existing 1930s public toilets and give consideration to:
 - Creation of an additional pedestrian retail arcade or lane (open, or built above)
 - Extension of the building frontage to increase street enclosure
 - Creation of public realm that could enhance the value of the ground floor commercial uses for Holmwood Court and Hanover Court
- Deliver significant urban greening in the form of trees and planting

Development Context



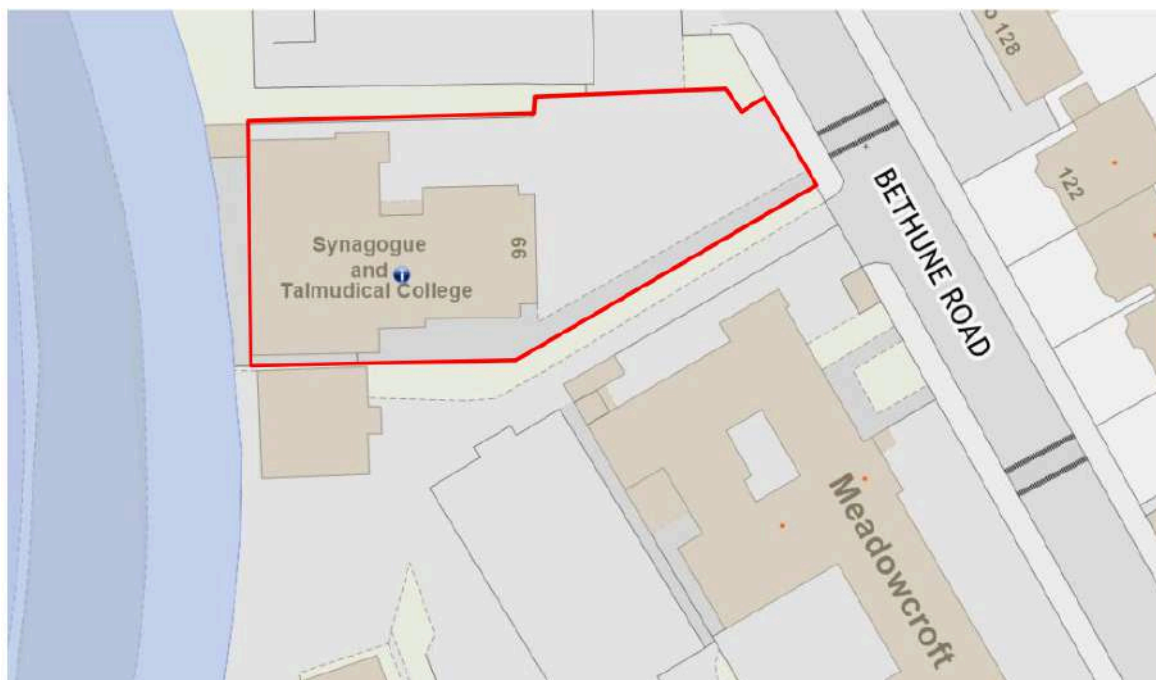
Site analysis

- Since Broadway Town Centre was developed, the site has been the location for the largest landmark buildings in the area. Broadway Town Centre is characterised by a very wide space between fine grained retail frontages. The prevailing heights range from 3 to 5 storeys with high points of around 6 storeys in some blocks of flats nearby. The tallest building in Broadway Town Centre is a 7 storey block of flats. The buildings flanking the site are 6 storey blocks of flats.
- The background built character is of 20th century masonry construction of traditional and modern styling. Materially, most buildings are red brick with some London stock with some white decoration. Pitched roofs are common as are decorative gables facing the street. The architecture is relatively functional with few instances of remarkable or very high quality buildings. There could be potential for a new landmark building on the site if the architecture was of sufficiently high quality. This

would need a civic quality and would need to be an enhancement to the character of the area. This could help enclose the wide open space and reduce the sense of distance between the four sides of the street.

- Pavements are relatively wide in places but there are no public realm focal points or quality gathering places. There are also very few opportunities to walk away from the traffic and noise which places a definite pressure on the pedestrian environment. There are several large landmark trees but the town centre has very few trees or relief from paved surfaces.
- The rear of the site is relatively unconstrained. The backs of blocks of flats would need a good distance between them and new frontage to maintain access to light and privacy.

SHAAP 07 – Chasidey Belz Beth Hemedrash – 99 Bethune Road, Stamford Hill, London N16 5ED



Site Plan



Site View



Site 3D View

Ward: Woodberry Down

Ownership: Private

Area in Hectares: 0.13

Existing use: Synagogue and car park

Planning Considerations:

- Local Plan 2033 Policy PP4 Stamford Hill
- LP47 (Biodiversity and Sites of Importance for Nature Conservation)
- The setting of Stoke Newington Reservoirs Conservation Area
- PTAL 2

How was the site identified? Site suggested by the community

Timescale: Medium Term

	<p>Policy SHAAP 07</p> <p>Allocation: Residential and community use</p> <p>Indicative Capacity: Approximately 12 residential units and community use</p> <p>Development on site SHAAP07 should:</p> <ul style="list-style-type: none">● Contain appropriate building height of 4–5 storeys● Account for the setting of the 3 distinctive Lincoln Court Towers in terms of height and impact on any views● Make use of the views across the reservoirs● Follow the building line already established on Bethune Road and provide an access passage to the synagogue.● Retain the synagogue building on site, providing appropriate access and associated parking● Follow the setback building line of the neighbouring buildings on Bethune Road <p>Opportunities:</p>
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	<ul style="list-style-type: none"> • Provide public realm on Bethune Road • Provision of much needed housing including genuinely affordable homes
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Development Context



Site analysis

- This is a 20th century building suitable for redevelopment although there is a need to consider the setting of Stoke Newington Reservoirs CA and views across the reservoirs. The existing car park provides an opportunity for development.
- The site is located off Bethune Road and next to the Lincoln Court Tower podium.

- The surrounding context is medium rise, with terraced houses of up to 3 storeys and small blocks of 4 storeys, accounts for the surrounding residential context which is set at 3–5 storeys.
- The existing synagogue should be maintained on site, but the carpark at the front has some potential for redevelopment.

SHAAP 08 – 12 to 43 Stamford Hill, Hackney, London N16 5SR



Site Plan



Site 3D View



Site View

Ward: Stamford Hill West

Ownership: Private

Area in Hectares: 0.26

Existing use: Petrol station, car repair garage

Planning Considerations:

- Local Plan 2033 Policy PP4 Stamford Hill
- LP34 Stoke Newington, Stamford Hill and Finsbury Park
- Stamford Hill Boulevard Public realm improvements
- PTAL 5

How was the site identified? Site suggested by the planning agent of the landlord.

Timescale: Medium Term

Policy SHAAP 08

Allocation: Residential, commercial mixed-use development with community facilities

Indicative Capacity: Approximately 34 residential units

Development here should:

- Maintain the set back build line that characterises Stamford Hill with the with the provision of new public square at the front of the development
- Have a form and style that respects the setting of the Large Victorian Villa building present on site. A building line following the Victorian Villa will need to be reinstated.
- Place any height near the railway line
- Connect in a positive manner with the Morrisons site next door

Opportunities:

- Set back building line can introduce successful public realm and play opportunities along Stamford Hill boulevard and the inclusion of new public square at the front of the development
- Connections with the Morrisons site next door though public realm routes

Development context



Site analysis

- The garage and petrol station have potential for redevelopment, but the large Victorian Villa, set back from the road, is one of the few examples of this type of buildings surviving in the area and should be maintained and refurbished.
- The surrounding context is varied in scale. Next to the site there is an eight storey residential tower block.
- Scope for new development to the rear is more limited as this is railway land harbouring the railway that leads from Stoke Newington to Stamford Hill.

SHAAP 09 – Lincoln Court Infill Sites, 115–135 Bethune Road, N16 5DZ, N16 5EB, N16 5EA



Site Plan



Site View

Ward: Woodberry Down

Ownership: Public (London Borough of Hackney)

Area in Hectares: 1.2

Existing use: Three towers, 16 storeys high with 198 homes, garages at ground floor and large play decks above at first floor level; three communal gardens

Planning Considerations:

- Local Plan 2033 Policy PP4 Stamford Hill
- LP34 Stoke Newington, Stamford Hill and Finsbury Park
- LP47 (Biodiversity and Sites of Importance for Nature Conservation)
- The setting of Stoke Newington Reservoirs Conservation Area
- PTAL 2–3

How was the site identified? Site identified by the Council

Timescale: Short Term

Policy SHAAP 09

Allocation: Residential development with community facility

Indicative Capacity: Approximately 86 residential units

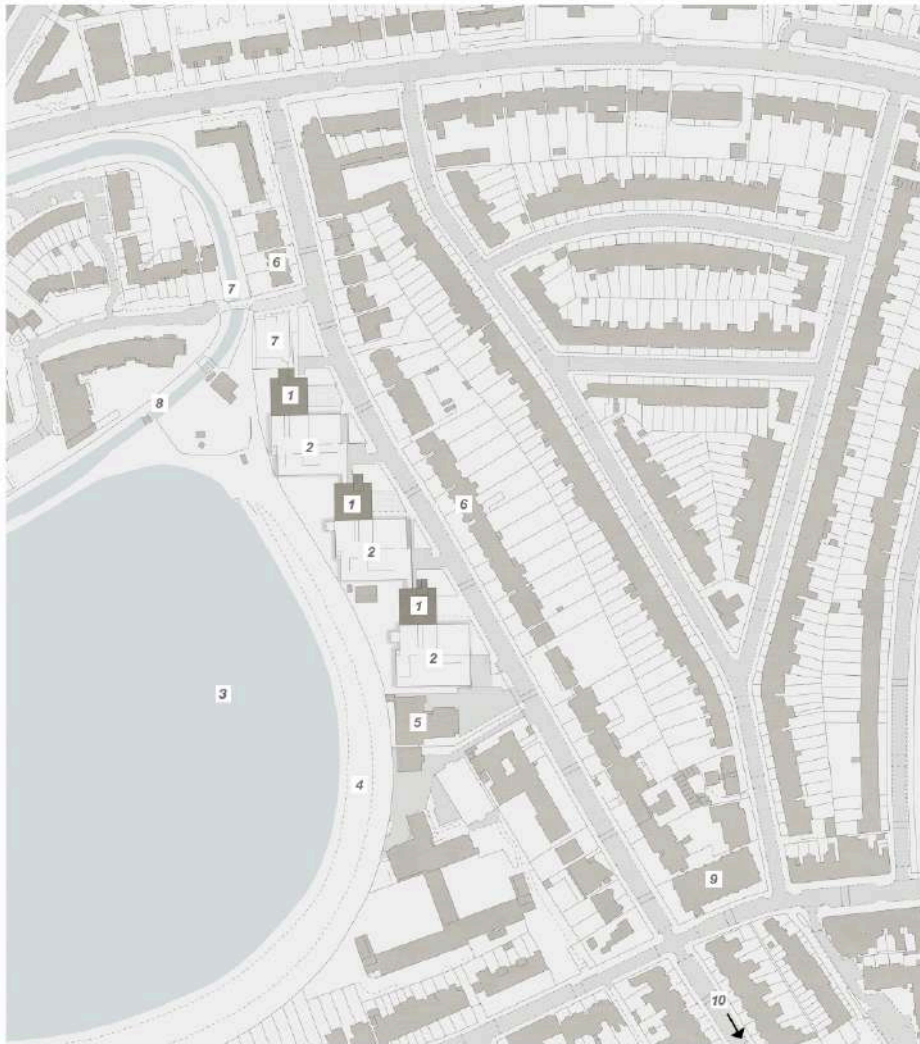
Development here should:

- Relate to the context of both towers and the terraced houses.
- Reinststate the appearance of the street that characterised Bethune Road before its post war redevelopment.
- Allow for new buildings of medium size and height (5–7 storeys); a middle ground between the tower height and the neighbouring terraced houses.
- Integrate new housing with the existing towers, by making use of under tower spaces, garages and play decks.
- Maintain sightlines to play spaces to allow for passive surveillance and keep children safe.
- Enhance communal gardens by increasing connection between these spaces and allowing for areas for different activities and for residents of all ages.
- Reinforce connection with the wetlands and help preserve its biodiversity.
- Preserve and enhance views to the reservoir.
- Better integrate the existing community hall, by improving access from the street and visibility.

Opportunities:

- Highlight the connection to the reservoir whilst maintaining privacy for residents
- Make improvements to the existing ground level facilities for residents, including recycling and refuse, lobbies and cycle parking.
- Positioning new blocks along Bethune Road would maximise the amount of open space in the communal gardens at the back.
- Improvements to the community hall such as direct access and visibility from the street and adding a roof terrace to make use of the views of the reservoir.
- Create new building forms that respond to the context through covered entrances 'porticos' on the street side, inset balconies that do not stick out, green roofs and a well designed landscape proposition.
- Integrating new housing into the existing community to provide much-needed council homes.
- Provide well designed and surveilled playspaces.

Development Context



KEY

- | | |
|------------------------|--------------------------------------|
| 1 Lincoln Court Towers | 5 Synagogue |
| 2 Podium Decks | 6 Terraced Houses along Bethune Road |
| 3 Reservoir | 7 Secret Garden |
| 4 Woodberry Wetlands | |

Site analysis

- The site is located just outside the setting of the Stoke Newington Reservoirs Conservation Area. The site benefits from direct views to the natural setting of the East Reservoir located to the west.
- The Lincoln Court Estate, originally built in 1969 by architects Howes, Jackman and Partners, is composed of three towers each 16 storeys high. The towers house 198

homes and are stitched together by three concrete structures comprising garages at ground floor and large play decks above at first floor level. There are three

- Communal gardens behind the play decks next to the reservoir and a secret garden with a small play area is located to the north of the site.
- The existing garages are in poor condition and no longer suited to modern parking requirements, and the play decks don't make the best use of the space available.
- At the east of the site, along Bethune Road the surrounding context is characterised by 2 storey Edwardian Terrace houses.
- Pre-war Bethune Road from the 1800's was characterised by a continuous line of terraced houses on either side of the street.

STAMFORD HILL BUS GARAGE - Rookwood Rd, London N16 6SS- POTENTIAL FUTURE DEVELOPMENT OPPORTUNITY



The Stamford Hill Bus Garage was identified as a site allocation in the Site Allocations Local Plan (2016) and since then, engagement with the landowners has concluded that the site is currently an important asset to the transport network and local bus infrastructure. However there may be potential to develop the site in the longer term as part of mixed use development retaining an element of transport infrastructure there.

The AAP must explore all options to maximise growth to meet the needs of residents and businesses, as well as meeting the needs for strategic transport infrastructure. In addition to allocating sites for development, the role of the AAP is to identify potential future development opportunities that may come forward in the longer term, such as the Stamford Hill Bus Garage.

The site is a former tram depot, built between 1905 and 1907 by the London Council Council and survives largely intact. The Council have identified the site as a Non-Designated Heritage Asset and therefore any future development opportunities should be heritage led. Option studies for the site should be directly informed by a full heritage assessment of the site to ensure that the significance of the site is understood and appropriately responded to.

Future proposals for the site should also respect the setting of the nearby Grade II* listed Church of the Good Shepherd and Grade II listed Egerton Road Synagogue.

6. Implementation Strategy

The Council will deliver and monitor the implementation of the Stamford Hill Area Action Plan's vision, objectives and policies. We will:

- Work to deliver the objectives and policies for Stamford Hill that align with the strategic principles set out in Place Policy 4 of the Local Plan 2033 and support the delivery of sites allocated in the AAP, through proactive development management services;
- Make appropriate use of developer contributions (planning obligations and the Community Infrastructure Levy);
- Take account of issues of development viability and contingency;
- Follow through wider actions, identified in the Stamford Hill Implementation Framework, to support the effective implementation of the AAP
- Monitor implementation of the actions and the impact of development decisions

Development Management

The primary mechanism for delivering the Stamford Hill Area Action Plan will be the Council's decisions on planning applications. Most development requires planning permission (other than that allowed under 'permitted development rights') and the LB Hackney is the statutory local planning authority, with the power to determine planning applications and enforce the implementation of policies and decisions. Major applications are also subject to the London Mayor's powers of refusal or determination. The policies in the Borough wide Local Plan (LP33), along with those in this AAP, once adopted, will provide the framework for such decisions.

Planning decisions will be crucial to ensuring that new development appropriately responds to the AAP's vision, objectives and policies (including site allocations). The development management process provides an opportunity to manage the form that development takes in Stamford Hill, in relation to its location, scale, design, appearance, and land use. In this regard, pre-application discussions are an important tool. The Council will also take account of any supplementary planning documents and guidance when determining planning applications, including the [Draft] Stamford Hill Design Guide.

Developer Contributions

Development proposals will need to provide or fund local improvements and non-infrastructure items to mitigate the impact of development and/or facilities; and requirements made necessary by development. The way in which development contributes towards community infrastructure will be guided by the Planning Contributions SPD and the

Hackney Community Infrastructure Levy Charging Schedule (or any successor funding mechanisms).

Viability

The Council commissioned a viability study to ensure that the policies and site allocations identified in Part 4 and 5, respectively, are deliverable and this tested requirements for developer contributions. All site guidance is subject to viability and detailed consideration of design and amenity impacts as reflected in Local Plan and AAP policies. Viability will be taken into account in line with policies in LP33.

Table 2: Implementation Framework

Ref	Key Action	Lead Agency	Partners	Timeframe
A1	Enabling implementation and delivery of the site allocations to ensure a coordinated approach is achieved.	Hackney Council Planning	Landowners and developers, infrastructure providers, the Greater London Authority Transport for London	Short to Medium Term Year 1–15 AAP implementation
A2	Track the progress of the delivery of Public realm projects (PR01 to PR06 as detailed in Appendix 1) and including securing funding to enable this through the Local Implementation Plan and where appropriate developer contributions.	Hackney Council Street Scene	Transport for London	Short to Medium Term Year 1–10 AAP implementation
A3	Provide a strategy to enhance the vitality of Stamford Hill Town Centre and integrate this into a wider economic development plan.	Hackney Council Regeneration	Transport for London	Short Term Year 1–5 AAP implementation

Ref	Key Action	Lead Agency	Partners	Timeframe
A4	Continue to work with Transport for London to seek improvements to the local bus network and help improve local bus services.	Hackney Council Street Scene	Transport for London	Ongoing Year 1–15 AAP implementation
A5	Seek enhanced frequencies to train services in the area, including accessibility improvements. All the stations within the AAP area would benefit from accessibility improvements and step free access.	Hackney Council Street Scene	Transport for London	Ongoing Year 1–15 AAP implementation
A6	Monitor the proposals and development of the Stamford Hill Bus Garage and engage with partners to ensure it supports AAP objectives	Hackney Council Street Scene	Transport for London	Medium to Long Term Year 1–10 AAP implementation
A7	Enhance Green Infrastructure links and Stamford Hill Nature Recovery Area	Hackney Council Leisure Parks & Green Spaces	Hackney Biodiversity Partnership	Ongoing Year 1–15 AAP implementation

Monitoring

In addition to monitoring the implementation of the Action Plan, the performance of the Stamford Hill AAP will be monitored to enable an understanding of the extent to which its policies deliver the Council's vision and objectives for the area. The Council will monitor the effectiveness of the AAP and the Stamford Hill Design Guide SPD by regularly assessing its performance against a series of quantitative indicators. The Council's performance will be reported in the annual authority monitoring report (AMR). The AMR also reports on the collection and spend of the community infrastructure levy (CIL) and S106 obligations in accordance with government regulations.

7. Schedule of Site Allocations Replaced by the AAP

The following site allocation from Hackney's Site Allocations Local Plan (2016) is replaced by the site allocation in this Stamford Hill Area Action Plan (AAP).

Superseded Site Allocation Local Plan (2016)	Stamford Hill AAP Site Allocation to replace
Ref. 285–151 Stamford Hill, N16 5LG	SHAAP 03 – 151 Stamford Hill, N16 5LG
Table 10. Superseded Site Allocations	

8. Glossary

Accessibility – the ability of people to move around an area and to reach places and facilities, including pensioners and disabled people, those with young children and those encumbered with luggage or shopping.

Affordable Housing – Social Rent/London Affordable Rent and Intermediate products such as Hackney/London Living Rent or Affordable Home Ownership products like shared ownership, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision. Policy LP13 of the Local Plan sets out Hackney’s preferred genuinely affordable tenures.

Affordable Workspace – New-build employment floorspace, providing affordable space for small businesses, to occupy, often operated and managed by a workspace provider.

Area Action Plan (AAP) – a particular type of Development Plan Document/Local Plan which provides a planning framework for any area where significant change and/or conservation is needed.

Article 4 Directions – Article 4 directions remove some or all permitted development rights, for example within a conservation area or curtilage of a listed building. Article 4 directions are issued by the local planning authority.

Authority Monitoring Report (AMR) – a document produced by the Local Planning Authority to report on the progress of producing development plan documents (DPDs) and the implementation of policies. Formerly known as the Annual Monitoring Report.

Biodiversity – all species of life on earth including plants and animals and the ecosystem of which we are all part.

Communal Open Space – Open space that is for shared use by the occupants of a number of dwellings and/or business. The term is used to distinguish such space from private open space i.e. gardens or balconies attached to an individual dwelling or business premises, and ‘public’ open space i.e. parks, public squares where there is a degree of freedom about who can use the space and for what purposes.

Community Facilities (also see social infrastructure) – Community facilities can be broadly defined as including children’s play and recreation facilities, services for young people, older people and disabled people, as well as health facilities, education facilities, libraries, community halls, meeting rooms, places of worship and public toilets. Adequate provision for these facilities is particularly important in major areas of new development and

regeneration. The definition also includes statutory undertakers, emergency services, indoor recreation serving local catchments (especially dual use) and welfare or meeting halls.

Conservation Area – A formally designated area of special historic or architectural interest whose character must be preserved or enhanced.

Critical Drainage Area – A discrete geographic area (usually hydrological catchment) where multiple and interlinked sources of flood risk (surface water, groundwater, sewer, main river and/or tidal) cause flooding in one or more Local Flood Risk Zones during severe weather thereby affecting people, property or local infrastructure.

Designated centre – Applies to major centres, district centres and local centres.

Designated open space – Applies to all open space shown on the Policies map. It includes areas defined as Metropolitan Open Land and Local Open Space.

Development – This refers to development in its widest sense, including buildings, and in streets, spaces and places. It also refers to both redevelopment, including refurbishment, as well as new development.

Development Plan – this includes adopted Local Plans, Neighbourhood Plans and the London Plan, and is defined in Section 38 of the Planning and Compulsory Purchase Act 2004.

Development Plan Documents – Spatial planning documents that are subject to independent examination, and together with the relevant Regional Spatial Strategy, form the development plan for a local authority. Development Plan Documents include the Core Strategy, Local Plan (and the associated proposals map), Site Allocations of Land and Area Action Plans.

Disabled people – A disabled person is someone who has an impairment, experiences externally imposed barriers and self-identifies as a disabled person.

District Centre – District centres are smaller than Major centres and generally comprise groups of shops and services for local communities including at least one supermarket or superstore, fewer clothes shops compared to Major centres, as well as a range of non-retail services, such as banks, building societies and restaurants, as well as community facilities such as libraries.

Environmental Impact Assessment (EIA) – In these assessments, information about the environmental effects of a project is collected, assessed and taken into account in reaching a decision on whether the project should go ahead or not. Applicants for certain types of development, usually more significant schemes, are required to submit an 'environmental

statement' accompanying a planning application. This evaluates the likely environmental impacts of the development, together with an assessment of how the severity of the impacts could be reduced.

Estate Regeneration Programme – This Council programme is replacing existing, poor-quality homes across the Borough that are uneconomical to repair, one in five of which are bedsits, with new homes for social renting, shared ownership and private sale.

Examination – a form of independent public inquiry into the soundness of a submitted local plan, which is chaired by an Inspector appointed by the Secretary of State. After the examination has ended the Inspector produces a report with recommendations which are binding on the Council.

Family housing – Generally defined as having three or more bedrooms.

Family housing/units – Family Units consist of accommodation suitable for households including children, consisting of three or more bedrooms and normally including private garden space.

Floorspace – Floor space is defined as the sum of the floor area within the building measured externally to the external wall faces at each level. Basement car parks, rooftop plant rooms, caretakers' flats etc. should be included in the floor space figure.

Fluvial Flooding – Flooding resulting from water levels exceeding the bank level of a watercourse (river or stream).

Greater London Authority (GLA) – The GLA is made up of a directly elected Mayor and a separately elected London Assembly. The organisation assists the Mayor of London fulfil his statutory responsibilities which includes strategic planning in London. In this regard, the main responsibilities of the Mayor are to: produce a spatial development strategy – the London Plan - which covers the type of development and land use that the Mayor wants to see in London; ensure that, as they are revised, London boroughs' UDPs conform generally with The London Plan; be consulted on planning applications of strategic importance, with the power to refuse planning permission on strategic grounds; and monitor and collect information on the implementation of The London Plan.

Green/brown roofs – Intensive ornamental roof gardens and extensive roofs with more naturalistic plantings or self-established vegetation, climbing plants and other natural features of greening on, or adjacent to buildings. On brown roofs the intention is to allow ruderal vegetation (vegetation associated with disturbed sites) to colonise low fertility substrates like those found in the rubble of demolished buildings. Can create or improve biodiversity, contribute to minimising flood risk, improve thermal efficiency and improve the microclimate. Examples are reducing air conditioning costs by providing summer shade, reducing wind-chill, and incorporating insulating layers to improve insulation.

Habitable Room – A Habitable Room is a room within a residential dwelling considered appropriate for occupation. Habitable rooms exclude bathrooms, and kitchens under 13 sqm. (140 sq. ft).

Hackney Strategic Housing Market Assessment – An assessment of housing need and demand in Hackney’s housing market area which informs the local plan.

Heritage Assets – a building, monument, site or landscape of historic, archaeological, architectural or artistic interest whether designated or not designated. Heritage assets in Hackney include statutorily listed Buildings, Conservation Areas, London Squares, Historic Parks and Gardens, Scheduled Ancient Monuments, Archaeological Remains, Archaeological Priority Areas, Locally Listed Buildings, Local Landmarks, Buildings of Townscape Merit and Area of Townscape Interest.

Historic Significance – the value of a heritage asset, because of its heritage interest which may be archaeological, architectural, artistic or historic. Significance derives not only from a heritage asset’s physical presence, but also from its setting.

Intermediate Housing – Housing that is affordable to households on middle incomes, which includes a wide range of housing for rent, ownership, or part-buy, part-rent. It may include shared ownership, London Living Rent and other sub-market housing for rent or purchase. The household income thresholds for intermediate housing are set by the GLA and are £90k per annum for shared ownership and £60k per annum for London Living Rent.

Lee Valley Regional Park Authority – The Park Authority and boundary of the regional park were established under the Lee Valley Regional Park Act 1966. The broad remit of the Authority is to manage, innovate, lead and enable the Park to be a place for leisure, recreation and nature conservation. Hackney’s section of the Park includes Hackney Marshes, the River Lea and Lee Navigation. The Park Authority has a statutory duty to produce a plan(s) of proposals for the future and development of the Park. Its adopted Park Development Framework sets out the vision, aims, objectives and six thematic proposals. It also has a series of Area Proposals including Area 2 which covers The Three Marshes: Walthamstow, Leyton and Hackney. The plans and proposals can be viewed at: leevalleypark.org.uk.

Listed Building – a building or structure designated by the Secretary of State under the Planning (Listed Buildings and Conservation Areas) Act 1990 for its special architectural or historic interest, and therefore included in a 'list' of such buildings and structures. Statutory Listed Buildings are buildings of special architectural or historic interest, they are graded as I, II* or II with grade I being the highest. Statutory listing includes the interior as well as the exterior of the building, and any buildings or permanent structures (e.g. walls within its

curtilage). English Heritage is responsible for designating buildings for the statutory listing in England.

Living roofs (also known as green/brown roofs) – living roofs can create or improve biodiversity, contribute to minimising flood risk, improve flood risks, improve thermal efficiency and improve microclimate. The substrate depth of living roofs should vary between 80mm and 150mm with peaks and trough, but should average at least 130mm unless it can be demonstrated that this is not reasonably possible. Extensive living roofs should be planted with 16 plugs per m².

Local Centre/Local Shopping Centre – Local centres or Local Shopping Centres include a range of small shops of a local nature, providing services for local communities (a small catchment) and are of cumulative strategic significance. Typically, local centres include a small supermarket, a newsagent, a sub-post office and a pharmacy.

Local Development Document (LDD) – a set of documents specified in the United Kingdom planning law which a Local Planning Authority creates to describe their strategy for development and use of land in their area of authority.

Local Development Scheme (LDS) – a document which sets out the Local Planning Authority's intentions and timetable for the preparation of new LDDs (including LPs, SPDs and the SCI).

Local Flood Risk Zone (LFRZ) – Local Flood Risk Zones are defined as discrete areas of flooding that do not exceed the national criteria for a 'Flood Risk Area' but still affect houses, businesses or infrastructure. A LFRZ is defined as the actual spatial extent of predicted flooding in a single location.

Local Open Space – This includes the parks and gardens, natural and semi-natural urban green spaces, linear open space/green corridors, water spaces, allotments and community gardens, cemeteries and churchyards, playing fields and the civic spaces/pedestrianised areas.

Local Plan – the plan for the future development of the local area, drawn up by the Local Planning Authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Current core strategies or other planning policies, which under the regulations would be considered to be development plan documents, form part of the Local Plan. The term includes old policies which have been saved under the 2004 Act.

Local Planning Authority (LPA) – the local authority which has duties and powers under the Planning and Compulsory Purchase Act.

Locally Listed Buildings – Locally listed buildings are those that satisfy one or more of the following local criteria: historic interest, architectural interest or environmental significance.

London Affordable Rent – A new housing tenure introduced by the Mayor of London as an alternative London specific tenure to Affordable Rent, with rent levels set by the GLA and to be substantially less than 80% below market rent.

London Living Rent – A new housing product introduced by the Mayor of London, with rent levels set at one third of average local household earnings. Existing private or social renters with incomes of up to £60,000 will be able to apply. For homes that are built using funding from the Mayor of London, tenants will be expected to purchase their homes on shared ownership terms within 10 years.

London Plan (Regional Spatial Strategy) – The London Plan is the name given to the Mayor's spatial development strategy for London. Together with Development Plan Documents it forms the Development Plan for the Borough.

Low cost employment floorspace – Existing employment floorspace which may be secondary or tertiary in nature, of a lower quality or specification, with cheaper rents or leases, often providing space for general and light industrial uses, and start-ups, creative occupiers such as artists or makers spaces. It is found throughout the Borough, often in railway arches, designated employment areas (Priority Office Areas, Priority Industrial Areas, and Locally Significant Industrial Sites) and also in town centres including back-of town centre and high street locations.

Main Town Centre Uses – retail development (including warehouse clubs and factory outlet centres); leisure, entertainment facilities, the more intensive sport and recreation uses (including cinemas, restaurant, drive-through restaurants, bars and pubs, night-clubs, casinos, health and fitness centres, indoor bowling centres, and bingo halls); offices; and arts, culture and tourism development (including theatres, museums, galleries and concert halls, hotels and conference facilities).

Major Development – Major development is development which does not fall under Paragraph (2) applications of the General Permitted Development Order (1995) and which involves the following:

- (a) The winning and working of minerals or the uses of the land for mineral working deposits;
- (b) Waste development, i.e. development involving the treating, storing, processing or disposing of refuse or waste materials;
- (c) The provision of dwelling houses where the number of houses is ten or more, or where the site has an area of 0.5 hectares or more and the number of houses is not known;
- (d) The provision of a building or buildings where the floor space to be created by the development is 1,000 square metres or more; or

(e) Development carried out on a site having an area of one hectare or more.
[para 2, art 8, GDPO, 1995]

Metropolitan Open Land – Metropolitan Open Land is strategic open land within the urban area that contributes to the structure of London.

Mitigation measures – actions necessary to restrict or remedy the negative impacts of a particular development.

National Planning Policy Framework (NPPF) – a national planning policy document which sets out the Government's planning policies for England and how these are expected to be applied. It sets out the Government's requirements for the planning system only to the extent that it is relevant, proportionate and necessary to do so. It provides a framework within which local people and their accountable councils can produce their own distinctive local and neighbourhood plans, which reflect the needs and priorities of their communities.

Natura 2000 Site – a site of international importance for nature conservation established under the EC Birds and Habitats Directives, comprising (in the UK) designated Special Protection Areas and Special Areas of Conservation.

Opportunity Area Planning Framework (OAPF) – Opportunity Area Planning Frameworks provides strategic planning guidance for development within Opportunity Areas. OAPF's are non-statutory documents which are intended to assist boroughs implement the London Plan policies. It is up to boroughs to decide how to reflect OAPF guidance within local development plans.

Permeability – The ability to move freely through a site, area or region via a choice of routes.

Planning and Compulsory Purchase Act 2004 – This Act updates elements of the 1990 Town and Country Planning Act and introduces: a statutory system for regional planning; a new system for local planning; reforms to the development control and compulsory purchase and compensation systems; and removal of crown immunity from planning controls.

Planning obligations (s.106) – Planning obligations, also known as section 106, are legally binding agreements typically negotiated between local authorities and developers in the context of planning applications. They are a mechanism by which measures are secured to make acceptable development which would otherwise be unacceptable in planning terms.

Policies Map – An Ordnance Survey based map illustrating all the policies contained in the AAP together with the Local Plan policies. It must be revised as each new Local Plan is adopted, and it should always reflect the up-to-date planning strategy for the area.

Pollution – The main types of pollution include:

- **Air Pollution (Indoor air quality and Ambient air quality)** – Noxious gases in the air causing any harmful effects to human health or to buildings or to the environment known as air pollution.
- **Land pollution** – Contamination of land usually occurs from harmful industrial or development activities that penetrate into soil and further cause damage to human health or ecosystem or water sources.
- **Noise pollution** – Any unwanted sound coming from different kinds of sources such as transportation, any industrial activity, construction work, neighbourhood activities that irritates one's ear refers to noise pollution.
- **Water pollution (including river water quality and ground water quality)** – Any intrusion of unwanted substance that changes the chemical, physical or biological characteristics of water to such extent which leads to a failure of meeting any good standards of water quality and therefore reducing the usefulness of it for any human or other natural activity.

Priority Industrial Areas (PIA) – PIAs are suitable for industrial mixed-use development. These areas are important for the retention and intensification of industrial land/floorspace.

Private rented sector -- All non-owner occupied self-contained dwellings that are being rented out as housing (not including forms of affordable housing).

Public Realm – This is the space between and within buildings that are publicly accessible, including streets, squares, forecourts, parks and open spaces.

Public Transport Accessibility Level (PTAL) – Public Transport Accessibility Levels are a measure of the extent and ease of access to the public transport network. They range from 6 (excellent) through to 1 (very poor).

Ramsar Site – a wetland site of international importance especially as waterfowl habitat, listed under the provisions of the Ramsar Convention on Wetlands of International Importance (Ramsar Convention, 1971).

Reasoned Justification – The supporting text in a Development Plan or Local Development Document explaining and justifying the approach set out in the policies contained in the document.

Regeneration – The economic, social and environmental renewal and improvement of rural and urban areas.

Retail – Includes both comparison goods (or consumer durables), which are retail goods such as clothes, shoes, homeware, jewellery, sportswear, games/toys, books, music, electricals and furniture, and convenience goods such as food, drink, tobacco and non-durable household goods commonly used to clean and maintain the home.

Shared Ownership – Intermediate housing available from the Council or housing associations for part-buy, part-rent. Applicants must normally purchase between 25–75% of the value of the homes, and pay rent on the remainder.

Sites of Nature Conservation – Locally important sites of nature conservation adopted by the Council authorities that include Metropolitan; Borough Grade I; Borough Grade II; and Local.

Social Infrastructure (also see Community Facilities) – Social infrastructure can be broadly defined as comprising: the voluntary organisations and community groups that operate in communities; the communities of interest, place and culture that exist in and across localities; networks of people and organisations that provide contacts, links and association with one another; social interaction between people, neighbours and communities; the recruitment, development and support of community leaders; opportunities for social inclusion, lifelong learning and community development.

Statement of Community Involvement (SCI) – The Statement of Community Involvement sets out the processes to be used by the local authority in involving the community in the preparation, alteration and continuing review of all local development documents and development control decisions.

Statutory Development Plan – the overall term for a number of documents which, together, have a particular status under the planning legislation in decision-making. The Development Plan includes all adopted local plans for the area.

School Streets – This is the Council's pioneering programme to transform roads outside schools, so that pedestrians and cyclists are prioritised at school start and finish times. The schemes tackle congestion and improve air quality at the school gates, making it easier and safer to walk and cycle to school. They create a more pleasant environment for everyone, while making sure residents, businesses, pedestrians and cyclists can still use the road.

Submission Stage – the stage at which an AAP, LP or SCI is sent to the Secretary of State as a prelude to its examination, having previously been published for public inspection and formal representations.

Supplementary Planning Document (SPD) – Supplementary Planning Documents provide supplementary information to support the policies in Development Plan Documents. They do not form part of the Development Plan and are not subject to independent examination.

Supplementary Planning Guidance (SPG) – Used interchangeably with SPD above.

Sustainability Appraisal (SA) – a formal, systematic process to assess the environmental, economic and social effects of strategies and policies from the start of preparation onwards. The process includes the production of reports to explain the outcomes of the appraisal.

Sustainable Development – usually referred to as ‘development which meets the needs of the present without compromising the ability of future generations to meet their own needs’ (Brundtland, 1987).

Sustainable Drainage Systems (SuDS) – an overall term for systems of surface water drainage management that take into account the quantity and quality of runoff, and the amenity value of surface water in the urban environment. The main focus is on source control and the mimicking of natural processes to enable infiltration and gradual discharge into watercourses.

Taller Building – Buildings or structures that are 50% taller than the prevailing building height or which significantly change the skyline or are 30 metres or more in height.

Tenure – The conditions under which land or buildings are held or occupied. In terms of housing, for example, homes may be social, private-rented or owner-occupied.

The Act - the Planning and Compulsory Purchase Act 2004, which put in place the statutory framework for preparing the LDF (now the Local Plan).

The Regulations – the Town and Country Planning (Local Development) (England) Regulations 2004, as amended by the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008 and the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2009; and the Town and Country Planning (Transitional Arrangements) Regulations 2004; and Town And Country Planning (Local Planning) (England) Regulations 2012.

Town Centre – Town centres will usually be the second level of centres after city centres and, in many cases, they will be the principal centre or centres in a local authority’s area. In London the ‘major’ and many of the ‘district’ centres identified in the Mayor’s Spatial Development Strategy typically perform the role of town centres.

Town Centre Management – Activities associated with town centre management are generally operational and result in improvements to the appearance of town centres. In some instances such activities include works such as installation of lighting, CCTV, minimising fly tipping, enforcement activities and public realm/highways improvements.

Transport Statement/Local Level Transport Threshold – A transport statement for a smaller development, Threshold details are contained in the Hackney Transport Strategy.

Travel Plan – A long-term management strategy that encourages active, efficient and sustainable travel for new and existing developments. It sets out transport impacts, establishes targets and identifies the package of measures needed for improvement.

Urban Greening Factor – The UGF is a method for expressing the quality, function and quantity of urban greening proposed as part of an application. By setting a minimum target, it aims to ensure that urban greening is a fundamental element of site and building design. The new London Plan indicates that urban greening should be a fundamental element of site and building design and delivered on site, as part of a proposed development. Consequently, the new Hackney Local Plan includes a policy requirement for major residential developments to achieve an Urban Greening Factor Score (UGF) of at least 0.4; and for mixed-use or commercial developments to achieve a score of 0.3.

Use Class/Use Class Order – The Town and Country Planning (Use Classes) Order 1987 (as amended) puts uses of land and buildings into various categories. Planning permission is not needed for changes of use within the same use class. The Use Classes Order can be viewed at the Planning Portal website.

Appendix 1: Public Realm Projects

The Council's ambition is to ensure that motor traffic is managed at appropriate levels across the entire borough and to continue to improve Hackney for walking and cycling, encourage people to spend time in their local area and create quieter, greener, safer and more pleasant neighbourhoods.

Low Emission Zones will have an important role to play in the future. In addition, linked to work on a new Transport Strategy, the council is reassessing its strategy for managing the kerbside on borough controlled roads. This involves reallocating kerbside space currently allocated for general residential car parking to create space dedicated to public electric vehicle charging points, car clubs and cycle parking and cargo bikes, as well as the creation of parklets, tree planting; increasing greening and sustainable urban drainage.

These strategic changes inform the detailed projects described for Stamford Hill and achieving the AAP vision. Implementation of these public realm plans will be the subject of further consultation with residents and businesses and with key stakeholders such as Transport for London.

Area 01: Stamford Hill District Centre

Stamford Hill District Centre, is the largest town centre in Stamford Hill and is the civic and cultural heart of the area. The A10 is the main traffic artery through Stamford Hill extending north up the High Road and crossing the borough boundary into Haringey. The primary shopping area is clustered around the Broadway intersection with the A107 and contains the main concentration of retail space, with many independent Orthodox Jewish businesses.

The area benefits from rich architecture that is defined primarily by twentieth century buildings, wide pavements on the west side of the junction between the A10 and A107 which provides an opportunity for informal spill out from shops and socialising, however, is underused. The main parade of shops are separated from the A10 by a grass verge with trees. The low retaining walls provide informal seating areas and shade.

The Broadway is well connected and enjoys the most extensive transport links in the area, with eleven bus stops in the town centre. Stamford Hill rail station is a few minutes' walk from the Broadway, providing links to Liverpool Street, Stansted Airport/Essex/Herts and beyond.

There are some issues in the area with the dominance of vehicle traffic caused by the Broadway being intersected by two major through routes. The traffic is heavy and fast flowing and contributes to air and noise pollution in the area. The pedestrian experience of the town centre is compromised by the dominance of motor vehicles. Pedestrian crossings

between different corners of the town centre are difficult and laborious and there is no dedicated provision for cyclists.

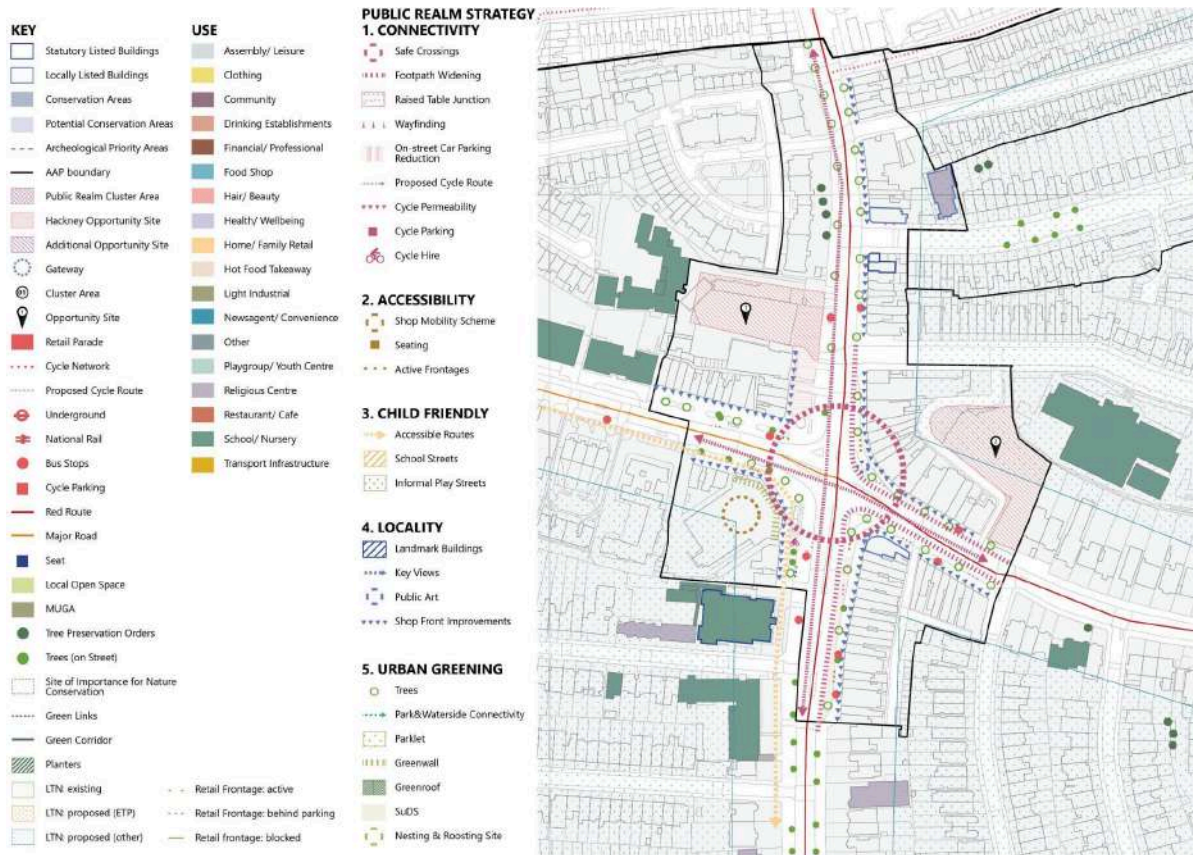
The District Centre has a low level of greening and a lack of street seating for people to rest and relax. The main function of the Broadway is convenience retail with a limited food and beverage offer. While much of the building stock is of good quality, the visual appearance of the high street is marred by the poor physical condition of the retail units and building facades and cluttered forecourts at ground level. Signage and shop fronts lack sympathy with their host buildings, and many are in a state of disrepair. The prevalence of car parking along the pavements is to the detriment of the retail frontages.

The Broadway is cluttered with street furniture. The bins in front of Sainsbury's are unsightly and the disused public toilets at the intersection between the Broadway and Amhurst Park create a visual barrier and are subject to littering/fly tipping.

Project Reference	Public Realm Improvements for Stamford Hill District Centre
PR. 1	<p data-bbox="395 907 919 943">Area 01: Stamford Hill District Centre</p> <ul data-bbox="443 969 1362 1823" style="list-style-type: none"> <li data-bbox="443 969 1362 1144">● Narrowing the A10 at the junction approach and making it safer for vulnerable road users and giving maximum priority to buses and planting legacy trees such as London Plane Trees to continue the tree planting pattern established along the southern stretch of the A10 in Stamford Hill. <li data-bbox="443 1176 1362 1245">● Safe crossings and footpath widening/carriageway narrowing around the A10 and A107 junction. <li data-bbox="443 1276 1362 1346">● Vehicle access and parking should be removed from shop forecourts. <li data-bbox="443 1377 1362 1413">● Proposed cycle lane along the A10 and A107. <li data-bbox="443 1444 1362 1480">● Additional cycle parking should be provided. <li data-bbox="443 1512 1362 1547">● Provision of a cycle hire scheme on the Broadway. <li data-bbox="443 1579 1362 1648">● Provision of a shopmobility scheme in the Stamford Hill town centre. <li data-bbox="443 1680 1362 1715">● Increase the number of seats and places to rest on the Broadway. <li data-bbox="443 1747 1362 1823">● Remove the public realm clutter to simplify the streets and to maximise the clear footpath width for wheelchairs and pushchairs to pass easily.

- Scope to provide child friendly routes along the Broadway from Stamford Hill station towards Holmleigh Road and the Hillside Children’s Centre.
- Enhance the identity of the Broadway by adding public artwork.
- Shop front and facade improvements.
- Feature green walls on blank facades around the Broadway.

Table PR 1: Public realm improvements for Stamford Hill district centre



Public realm improvements for Stamford Hill District Centre

Area 02: Dunsmure Road

The Dunsmure Road cluster area includes the junction between Portland road and Dunsmure Road, the Stamford Hill Library forecourt and the Dunsmure Road neighbourhood shopping centre. The surrounding area is composed predominantly of residential Victorian terraces.

The area benefits from the Dunsmure Road neighbourhood shopping centre that is rich in architectural value and is in close proximity to the Woodberry Wetlands. The Stamford Hill library on the corner of Portland Avenue and the A10 is a local landmark which contributes positively to the public realm.

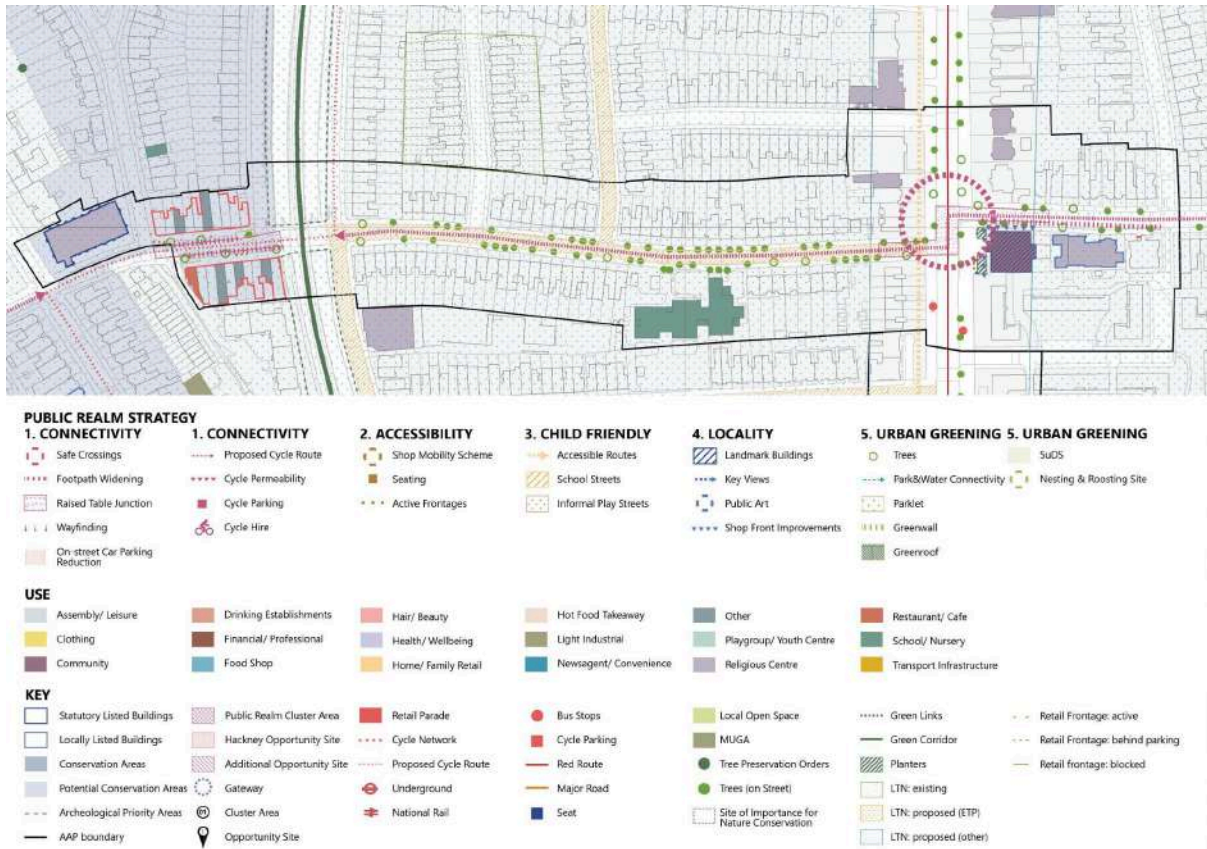
Dunsmure road is lined with mature street trees on both sides that are an important asset to the streetscape. The section of Dunsmure Road by the high street forms part of the CS1 cycle route. There is an opportunity to extend the cycle network along Dunsmure Road towards Clapton Common.

There are traffic issues along Dunsmure Road being one of three connections over the railway in Stamford Hill, leading to high vehicular traffic volumes and making it difficult for pedestrians to cross. The lanes are narrow with further congestion caused by on street parking.

Project Reference	Public Realm Improvements for Dunsmure Road
PR. 2	<p>Area 02: Dunsmure Road</p> <ul style="list-style-type: none"> ● Crossing improvements are required at the junction between Dunsmure Road, the A10 and Portland Avenue to increase the pedestrian priority at the junction. ● Traffic calming measures are required on Dunsmure Road. There is scope to raise the table by the high street and by the junction to the A10. ● Explore, in consultation with residents and businesses, management of on-street car parking and provision of electrical vehicle charging on Dunsmure Road to improve pedestrian accessibility and visibility of retail frontages. ● Identify opportunities for footpath widening by the Dunsmure high street and on Portland Avenue adjacent to the public library, the wide pavements by the Dunsmure Road high street could facilitate small parklets on the four corners. ● Proposed cycle route to connect between the existing CS1 route on Dunsmure Road and Clapton Common and the River Lea to increase accessibility to local open space. ● Providing seating by the retail parade to provide opportunities for people to stop and rest. ● Scope to connect the area to the proposed child friendly routes along the Broadway.

- Enhance the facade of the Stamford Hill Library to increase its presence as a local landmark.
- Extend the tree canopy coverage along the Dunsmure Road further east from East Bank to St Andrew's Church.

Table PR2. Public realm improvements for Dunsmure Road



Public realm improvements for Dunsmure Road

Area 03: Stamford Hill Boulevard

The Stamford Hill Boulevard cluster area includes the section of the A10 southwards from the town centre, fronting the post war estates and new developments, terminating at the junction with Cazenove Road.

The area benefits from varying architectural styles and includes Cazenove Town centre and Belfast Road PIA. The mature London plane trees along the Boulevard between Linthorpe Road to Manor Road are a real asset to the streetscape, with generously wide pavements

from Dunsmure Road intersection to the Cazenove Town centre that are predominately uncluttered.

The Stamford Hill Estate forecourts provide greening in the form of grass strips and planted shrubbery along the East of the Boulevard. The middle section facing the street is used as vegetable patches.

Forming the southern gateway to the Stamford Hill area, the Cazenove Town Centre is a conglomeration of streets centred around Stoke Newington train station and a busy intersection with Manor Road. The forecourts in front of the Cazenove Road shopping parades vary in width and are under-used.

The area is well served by bus stops along the A10 and Stoke Newington Underground Station.

The key issues of this area are largely the underuse space at Hugh Gaitskill House forecourt and Stoke Newington underground Station, improving the relationship between these areas and the street could provide a use for the space and has the potential to animate the junction by providing amenity space for the residential building and users of the train station.

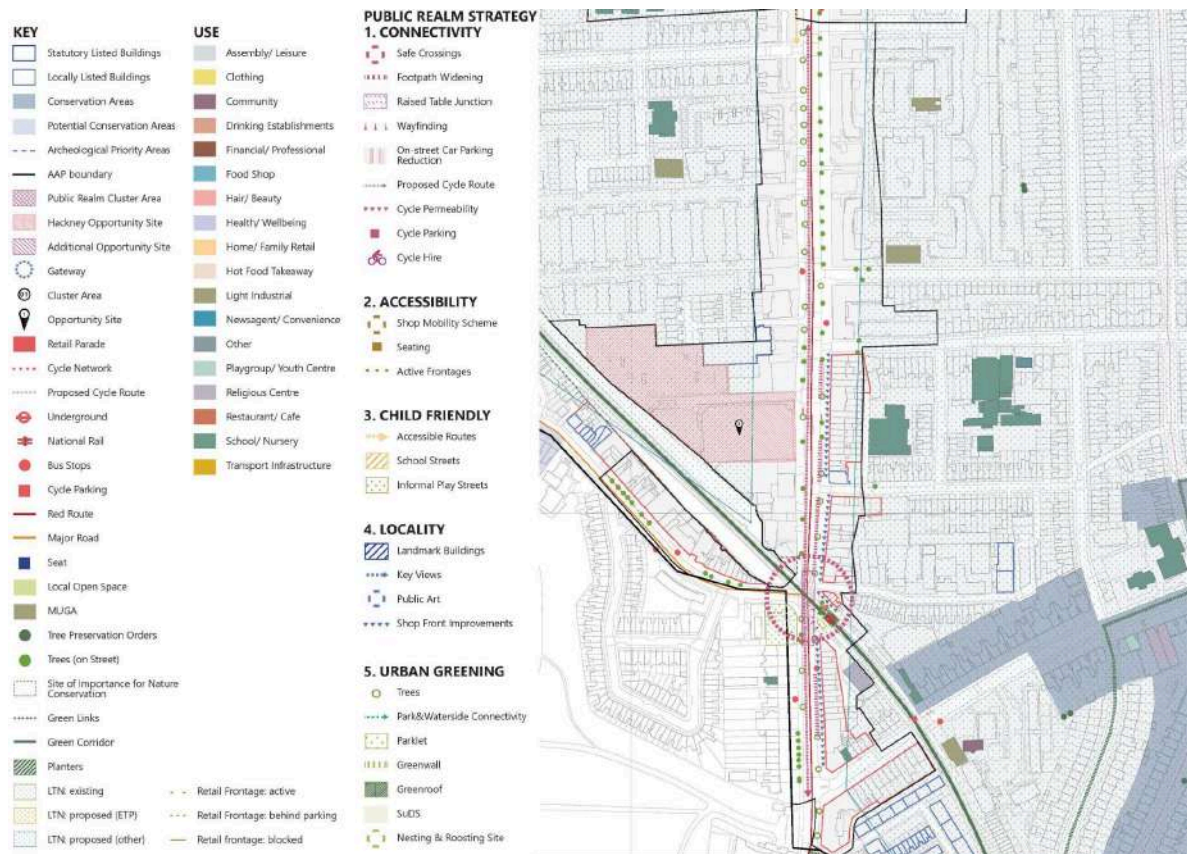
The junction by Stoke Newington Station suffers from traffic congestion. Further south the existing gyratory system creates an unfriendly environment for pedestrians and unsafe environment for cyclists.

The Manor Road retail parade has the highest proportion of vacant units in the town centre, and many occupied premises operate only during limited opening hours. Signage is lacking on nearly all shops on Manor Road and a number of businesses fail to engage with the street. The forecourts in front of the Manor Road are under-used or are used for car parking.

Project Reference	Public Realm Improvements for Stamford Hill Boulevard
PR. 3	<p>Area 03: Stamford Hill Boulevard</p> <ul style="list-style-type: none"> ● Redesign the crossing between Manor Road, Belfast Road and the A10, to provide a safer crossing point for pedestrians and cyclists. ● Junction improvements between Stoke Newington Station and Manor Road to slow down vehicle traffic and to emphasise pedestrian safety and priority. ● Improve pedestrian environment on retail forecourts to Manor Road. ● The bus lane further South on the A10 could be extended North to provide a dedicated route for buses and cyclists to the Stamford

	<p>Hill District Centre and should be integrated with changes proposed for PR1.</p> <ul style="list-style-type: none"> ● The signage for Stoke Newington Station could be enhanced to aid wayfinding and contribute to placemaking objectives. ● Improve accessibility and pedestrian and cycle environment and allow for additional space around Stoke Newington Station and bus stops for passengers queuing. ● The forecourt in front of Stoke Newington station should be regenerated and decluttered. The bicycle stands could be relocated to on-street cycle parking to provide more footway space for seating. ● The North parade of Cazenove Road leading to the rail station has a strategic location; retail activity and cafe seating should be encouraged on the forecourts. ● Provision of new seating areas along the wide pavements in the area ● Shop front and facade improvements to the key retail parades would help to conserve unique historic building stock and create a more attractive and vibrant town centre. ● To investigate the capacity for existing buildings such as Stoke Newington Station to feature green or brown roofs to mitigate local air pollution ● Hugh Gaitskell House could produce a welcoming and pedestrian friendly public space at this significant point of arrival in Stamford Hill. The forecourt could be transformed into a park, increasing local biodiversity and providing accessible seating and opportunities for play. ● To extend the street tree canopy coverage further South from Windus Road to Cazenove Road.
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Table 4. Public realm improvements for Stamford Hill Boulevard



Public realm improvements for Stamford Hill Boulevard

Area 04: Ravensdale Road to the River Lea

The Ravensdale Road to the River Lea cluster area includes the residential streets and the Lea Navigation and Ravensdale Estate opportunity area.

This area benefits from the River Lea runs along the eastern boundary of the AAP area. The river is a valuable resource to Stamford Hill, providing an important link to London's green infrastructure. The path is well used at all times of the year and at most times of day for walking, cycling, running and boating. There is a canalside based residential community along the River Lea which provides passive surveillance over the path. Ravensdale Road is well connected to open space. It is in close proximity to both Springfield Park, the sports grounds and Clapton Common.

Despite the River Lea being a key natural and recreational asset in the area, access to the river through Stamford Hill is convoluted and compromised. The boundary between Springfield Park and the sports ground to the River Lea is on the whole impermeable, primarily obscured by mature trees. There are few public-facing uses along the entire length of the river path, with the exception of the pub on the corner of Harrington Hill and the Boat House. The majority of the towpath including the Ravensdale Commercial Estate has blank

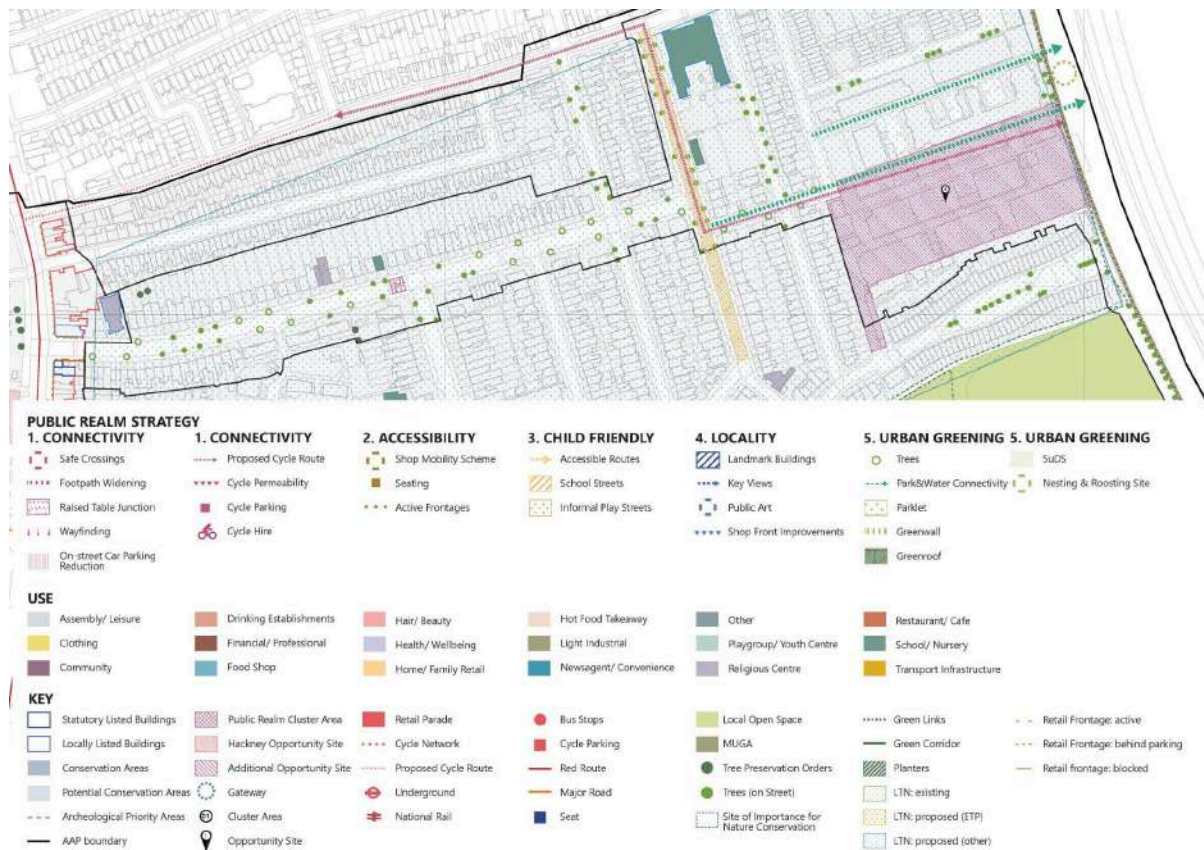
frontages. In addition the towpath is narrow, resulting in a conflict for space between pedestrians and cyclists.

The Lea Navigation and Ravensdale Estate area is a configuration of three to five storey housing and industrial blocks sited on the edges of Stamford Hill, adjacent to the River Lea, somewhat isolated from the central civic hubs of Stamford Hill Broadway. The character of this area contrasts the fine grain of the traditional residential streets in the surrounding context. The quality of both the built fabric and open space within the estate is poor in comparison to other areas of Stamford Hill. There is a large quantity of underutilised parking space.

The average vehicle speeds along Ravensdale Road are higher than the speed limit. This is problematic due to the concentration of schools in the neighbouring area including Bnos Zion of Bobov Girls School on Ravensdale Road, Springfield School on Castlewood Road and numerous schools on Egerton Road.

Project Reference	Public Realm Improvements for Ravensdale Road to River Lea
PR. 4	<p data-bbox="395 913 946 943">Area 04: Ravensdale Road to River Lea</p> <ul data-bbox="443 976 1366 1576" style="list-style-type: none"> <li data-bbox="443 976 1366 1115">● To improve the junction, following incorporation of a pedestrian refuge island, on Ravensdale Road as outlined in the Ravensdale Road Pedestrian Accessibility Improvements working with LB Haringey. <li data-bbox="443 1149 1366 1211">● To provide a safe cycle route along Ravensdale Road, connecting to Clapton Common and to the River Lea. <li data-bbox="443 1245 1366 1346">● A new green infrastructure link to the River Lea could be created in the extension of Fairweather Road and Maple Close. This requires the redevelopment of the Ravensdale Commercial Estate. <li data-bbox="443 1379 1366 1480">● To infill the street canopy coverage along Ravensdale Road and at the junction with the A10. To plant trees along Fairweather Road towards the River Lea. <li data-bbox="443 1514 1366 1576">● To provide nesting and roosting sites along the interface with the River Lea to increase the biodiversity of the area.

Table 5. Public Realm Improvements for Ravensdale Road to River Lea



Public Realm Improvements for Ravensdale Road to River Lea

Area 05: Oldhill Street

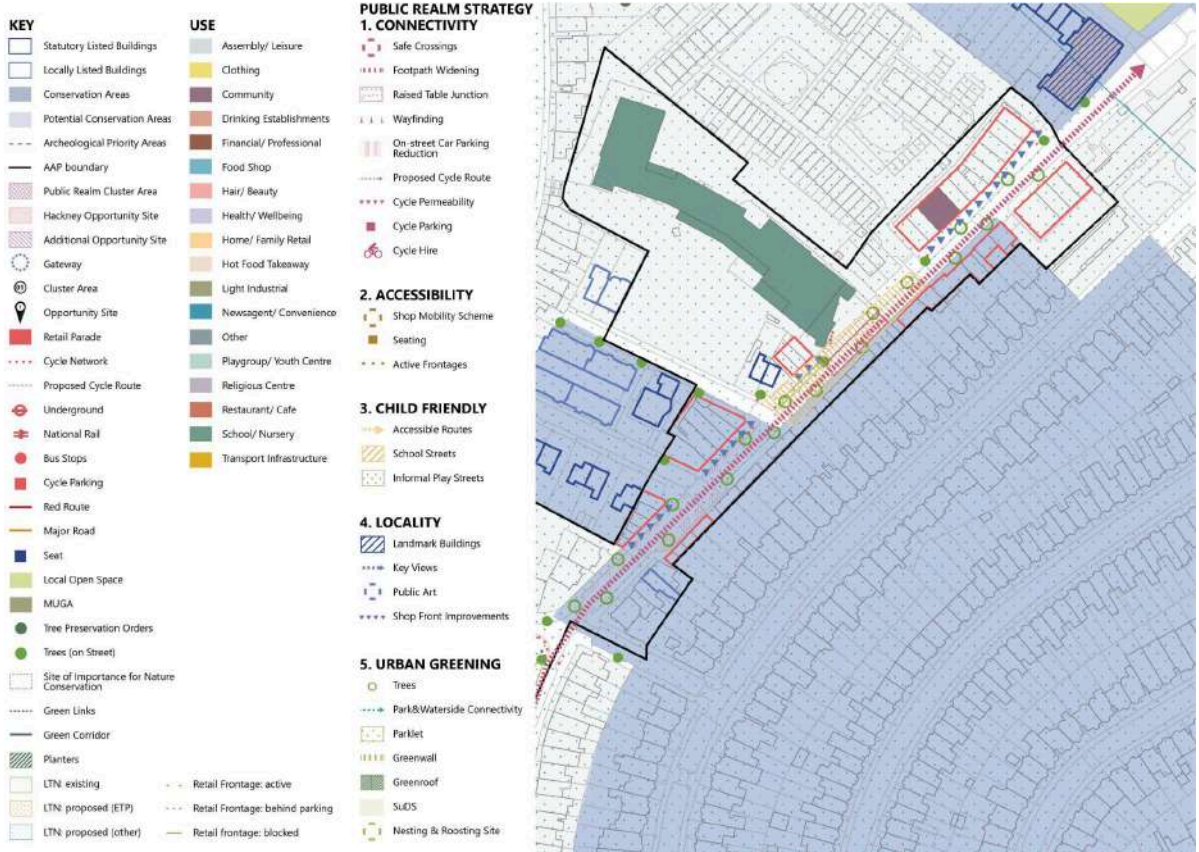
The Oldhill Street cluster area is the neighbourhood shopping centre boundary. The area benefits from the Northworld Cazenove Conservation Area as well as Listed and Locally listed buildings of notable historical value concentrated around Stamford Grove East and West. Recent improvements to the public realm at the Lymouth Road junction have included the successful interventions of a raised table, adding sculptural benches and feature paving. Street furniture is limited along the rest of Oldhill Street, with scope for improvements.

No public transport routes serve Oldhill Street itself. However there are buses from Clapton Common and Stoke Newington Rail Station is just a walk from the southern end of Oldhill Street.

Oldhill street is congested with slow-moving traffic, especially at the start and end of the school day. This is exacerbated by on-street parking. The road is noisy and polluted which undermines the value of the public realm. Despite the area being in close proximity to Clapton Common, it suffers from a lack of greenery and open spaces on the road itself.

Retail advertising along Oldhill Street is relatively subdued, and there are no outdoor displays. The vast majority of shops employ solid external shutters. Several units appear to be derelict. In addition, the forecourts are underutilised by businesses.

Project Reference	Public Realm Improvements for Oldhill Street
PR. 5	<p data-bbox="395 510 708 544">Area 05: Oldhill Street</p> <ul data-bbox="448 573 1366 1339" style="list-style-type: none"> <li data-bbox="448 573 1366 645">● Improve junction in front of Oldfield Community School to reduce traffic and to increase the safety of the school crossing. <li data-bbox="448 674 1366 779">● Reduce the dominance of cars parked on streets as they obstruct views to the shopping parade and in some places impinge on the Tyssenwidth of the footway. <li data-bbox="448 808 1366 880">● Provide a safe cycle route connecting Northwold Road to Clapton Common. <li data-bbox="448 909 1366 1014">● A streetscape improvement programme that builds on the intervention at Lynmouth Road would improve the accessibility of Oldhill Street. <li data-bbox="448 1043 1366 1149">● The Oldhill Street retail parade would benefit from investments in the shop frontages and the usage of the forecourts for cafe seating and stalls. <li data-bbox="448 1178 1366 1249">● Increase the street tree planting along Oldhill Street towards Clapton Common. <li data-bbox="448 1279 1366 1350">● Introduce a parklet on the parking spaces on Oldhill Street, in front of the health centre on the junction of Lynmouth Road.
Table 6. Public Realm Improvements for Oldhill Street	



Public Realm Improvements for Oldhill Street

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Title of Report	Pay Policy Statement 2024/2025
For Consideration By	Full Council
Meeting Date	28 February 2024
Classification	Open
<u>Cabinet Member</u>	Cllr Carole Williams, Cabinet Member for Employment, Human Resources and Equalities
<u>Ward(s) Affected</u>	All
<u>Group Director</u>	Dawn Carter McDonald, Interim Chief Executive

1. **Introduction**

- 1.1. 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.
- 1.2. The attached draft statement updates the 2023/24 statement which was approved by Council. The 2024/25 statement must be approved by a resolution of the Council before 31 March 2024.

2. **Recommendations**

- 2.1. **To note that Corporate Committee has reviewed and agreed the Pay Policy Statement 2024/2025**
- 2.2. **That Full Council are recommended to approve the Pay Policy Statement 2024/25**

3. **Group Director's Introduction**

- 3.1. There have been no substantive changes to this policy. The statement details current pay practice, and no new policy principles are being introduced.

- 3.2. The legal requirements to publish a 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 Department for Communities and Local Government (DCLG), now the Department for Levelling Up, Housing and Communities. Account has also been taken of guidance issued by the JNC for Chief Executives.
- 3.3. 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.
- 3.4. Both the NJC for Chief Executives and the (former) DCLG 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 between chief officers and employees who are not chief officers. The Council agrees 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 this is done also.

4. Benchmarking with other Councils

- 4.1. This year's report includes benchmarking information with a selection of Boroughs that neighbour Hackney or are considered comparable. This is attached as Appendix 2. In summary:

	Chief Exec Pay (Basic Salary Actual)	Total Pay (Total Package Actual)	Pay multiple (based on median)
Hackney:	£196,323	£202,692	5.12
Average of sample:	£216,777	£219,015	6.1
Range of sample - salary:	£194,864 - £281,442		
Range of sample - pay multiple (median):	5.0 - 8.9		
Source:	Infinistats (London Councils HR Metrics Benchmarking service) - with the exception of Waltham Forest, where data has been taken from their pay policy statement. All data is a snapshot as at 31.3.2023		
Boroughs included in the sample:	Camden; Haringey; Islington; Lambeth; Newham; Southwark; Richmond/Wandsworth; Tower Hamlets; Waltham Forest; Westminster.		
Pay Multiple:	The pay multiple is the ratio between the Chief Executive's pay and the median pay for employees in Hackney. All salaries are arranged from higher to lower pay and the middle salary is selected as the median.		

5. **Comments of the Group Director, Finance**

- 5.1. As per section 3 of this report, the Localism Act 2011 requires the Council to publish an annual pay statement for Chief Officer Pay. The pay multiples have been prepared based on the Local Government Association's Transparency Code.
- 5.2. The Council faces considerable challenges in implementing the nationally negotiated pay deal for 2023/24 which has averaged around 6%, surpassing the initially budgeted 4% for 2023/24. The Medium-Term Financial Plan (MTFP) has accommodated a 3% pay award for 2024/25.
- 5.3. The remuneration of the workforce constitutes a substantial portion of the Council's overall expenditure and needs to be managed within the available resources.

6. **Comments of the Acting Director of Legal, Democratic and Electoral Services**

- 6.1. S38(1) of the Localism Act 2011 requires the Council to prepare a pay policy statement for 2024/25.
- 6.2. In accordance with Part Two, Article 4.7 (o) of the Council's Constitution, responsibility for approval of the Council's Pay Policy Statement for Chief Officers for 2024/2025 is a function of Full Council.
- 6.3. Under Part Two, Article 9 of the Council's Constitution, Full Council has the authority to establish Committees to help perform its functions.
- 6.4. Article 9.5 provides that the Corporate Committee is responsible for maintaining oversight of the Council's Regulatory, planning, election and human resources functions, as well as other functions not specifically allocated to full Council or another committee.
- 6.5. The Pay Policy Statement at Appendix 1 meets the requirements of the Localism Act 2011 and approval of the Pay Policy Statement is to be undertaken as described in recommendation 2 above.

Appendices

Appendix 1 - Hackney Pay Policy Statement - 2024/25

Appendix 2 - Pay Multiple benchmarking

Background documents

None

Report Author	Sandra Farquharson, Director HR & Organisational Development London Borough of Hackney sandra.farquharson@hackney.gov.uk
Comments for the Group Director of Finance prepared by	Mizanur Rahman Chief Accountant, Finance and Resources Directorate mizanur.rahman@hackney.gov.uk Tel. 020 8356 4347
Comments for the Acting Director of Legal, Democratic and Electoral Services prepared by	Juliet Babb Team Leader (Employment) juliet.babb@hackney.gov.uk Tel. 020 8356 6183

Pay Policy Statement 2024/25

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 Chief Officers of a local authority are defined in section 43 (2) of the Localism Act 2011. 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 5 Groups:

- Chief Executive's Directorate
- Adults Health and Integration
- Childrens and Education
- Finance and Corporate Resources
- Climate, Homes and Economy

With the exception of the Chief Executive's directorate, each Group is led by a Group Director with individual divisions headed up by Strategic Directors or Directors.

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

¹ Under the requirements of the *Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 and S 41 (1) (b) of the Localism Act 2011*

compliance with the legislation and statutory guidance. All such payments will be subject to an internal business case approval process involving Legal, Finance and Human Resources.

- 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 2023/24. This Pay Policy Statement is approved and amended by full Council resolution.
- 1.6 Hackney Council's pay and remuneration practice in 2023/24 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 <https://hackney.gov.uk/senior-officer-pay>.

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 Group Directors.

Appointments to Strategic Director and Director posts will be the responsibility of the relevant Group Director and lead Member. Appointments must still comply with the Employment Procedure Rules set out in the Constitution. Salaries above £100,000 will be subject to approval by the Appointments Committee.

² In accordance with the *Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006* and *S 41 (1) (b) of the Localism Act 2011*

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):-

- 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, expertise and / or 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 with any changes approved by the Appointments Committee.

The Chief Executive, in consultation with the Appointments Committee, 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 may 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 election 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 protected 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 formula. The maximum redundancy payment that can be made is equivalent to 30 weeks' pay.

In addition to the redundancy payment the Council may 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 may 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

³ Under the terms of the Local Government Pension Scheme Regulations

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 and Corporate Resources and the Appointments Committee. There is no such restriction on an individual made redundant by another local authority from securing employment with Hackney Council.

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 the Appointments Committee.

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 of work or grade. There is no bar to individuals who have taken flexible retirement from securing work with Hackney Council.

Other severance payments

The Council will have regard to the statutory guidance on Special Severance Payments issued by the Secretary of State in relation to any severance payments. Payments up to £20,000 can be agreed by the Chief Executive in consultation with the Mayor, after taking advice from legal, finance and HR. Payments between £20,000 and £100,000 can be approved by the Appointments Committee. Any severance payment (as defined by the statutory guidance) above £100,000 will be approved by a resolution of full 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 and 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 and any severance payments annually on its website in accordance with the transparency provisions.

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 PO14/15 grade and the Local Government Employers Senior Manager job evaluation scheme for posts over PO14/15. 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. The appropriate Strategic Director or Director is required to establish the business case, gather supporting evidence and submit a case to their Group Director. Any such business case must include an assessment of the financial, strategic and operational implications of the proposal. Where market supplements are used, their continued use must be assessed regularly (at least every two years) 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 3 of the Inner London pay scale set by the Greater London Provincial Council.

Staff paid at levels beneath spinal column point 3 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 equivalent 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:	2021/22	2022/23
Chief Executive’s total pay	£200,274	£196,323
Median total pay	£36,579	£38,934
Ratio	5.48	5.04

Hackney Council will also annually publish the rate of its Chief Executive to that of its lowest-paid earner:-

⁴ In accordance with the *Code of Recommended Practice for Local Authorities on Data Transparency* (DCLG)

	2021/22	2022/23
Chief Executive's total pay	£200,274	£196,323
Lowest-paid total pay	£23,004	£25,359
Ratio	8.71	7.74

All earnings:	2021/22	2022/23
Chief Executive's total earnings*	£200,274	£202,692
Median total earnings	£37,260	£39,615
Ratio	5.38	5.12

	2021/22	2022/23
Chief Executive's total earnings	£200,274	£202,692
Lowest-paid total earnings	£23,004	£25,359
Ratio	8.71	7.99

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 the Local Government Pensions Scheme, if they meet the following criteria:-

- Earn over £10,000 a year (2022/23 figure); and
- Are aged between 22 and State Pension Age⁵

4.3 Other benefits

To maintain employee engagement the Council recognises that it is important to motivate their employees by other means (non-salaried). Therefore, all permanent employees may participate in the childcare voucher scheme (applies to existing members only as the government is phasing out the scheme) and a cycle-to-work scheme through a salary sacrifice arrangement as well as a range of other benefits. There is also a range of other discounted benefits such as discounted gym membership which is provided at no cost to the Council and a general employee discounts scheme (Vectis card) 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 as appropriate.

In April 2018 the Council introduced provision for additional leave and pay for parents of premature babies that are hospitalised after their birth.

⁵ As required by the *Pensions Act 2008*

Benchmarking - Chief Executives Pay and Pay Multiple information

Borough	Year	Chief Exec Pay (Basic Salary Actual)	Total Pay (Total Package Actual)	Ratio Median pay	Link to website/Pay Policy Statement
Hackney	2023	£196,323	£202,692	5.12	LINK
Camden	2023	£223,406	£232,897	5.4	LINK
Haringey	2023	£210,203	£210,203	5.68	LINK
Islington	2023	£194,864	£194,864	5	LINK
Lambeth	2023	£187,775	£187,775	8.96	LINK
Newham	2023	£208,109	£208,109	5.58	LINK
Southwark	2023	£224,178	£230,368	6.03	LINK
Richmond/ Wandsworth	2023	£281,442	£281,442	6.98	LINK / LINK
Tower Hamlets	2023	-	£218,093	5.38	LINK
Waltham Forest*	2023	£217,762	-	7.6	LINK
Westminster	2023	£223,707	£223,707	5.35	LINK
Average:	2023	£216,777	£219,015	6.1	

Source: Infinistats (London Councils HR Metrics Benchmarking) and is a snapshot as at 31.03.2023.

*The information for Waltham Forest was not available from Infinistats and was taken from their Pay Policy Statement on their [website](#)

Summary

Against the 'comparator' boroughs:

Hackney position is: Salary: £202,692; and pay multiple (based on median) 5.12.

The pay range of the benchmark group is £194,864 - £281,442

Hackney is just below the average (£219,117) and just below the midpoint (£210,203)

The pay multiple range of the benchmark group is 5.0 - 8.9

Hackney is below the average (5.58) and just below the midpoint (6.1)



Title of Report	Review of political balance on the Council's Committees, Commissions, Panels and Boards etc following the Cazenove by-election
For Consideration By	Council
Meeting Date	28 February 2024
Classification	Open
<u>Ward(s) Affected</u>	N/A
<u>Director</u>	Louise Humphreys., Acting Director of Legal, Democratic & Electoral Services

1. **Summary**

- 1.1. This report invites Council to note the revised political proportionality that applies to certain of the Council's Committees, Panels & Boards etc following the by-election for the Cazenove ward on 18 January 2024 and to make consequential appointments to those Committees, Panels & Boards etc in order to comply with the rules.

2. **Recommendations**

- 2.1. **That Full Council note the revised political proportionality that applies to Committees, Sub-Committees, Commissions, Panels and Boards as detailed in paragraphs 3.18, 3.19 and 3.20 of this report following the by-election in the Cazenove Ward.**
- 2.2. **The Full Council approve the appointments appearing in Appendix 2:**

3. **Background**

- 3.1. The Council is under a duty to:
- (a) Ensure that the membership of those committees and sub-committees covered by the rules reflect the political composition of the Council, as far as practicable;
- (b) Review the allocation of seats to political groups at or as soon as practical after the Annual Council meeting and at certain other specified

times for example, as a result of changes in political balance or an increase in the number of committees established;

(c) Allocate seats on the committees to the political groups in proportion to their numerical strength on the Council, as far as practicable;

(d) Accept nominations made by the groups for the filling of seats allocated to them.

3.2. The Council last reviewed the composition and allocation at the Annual Meeting in May 2023. A by-election for the Cazenove ward was held on 18 January 2024 following the by-election of one of the previous ward councillors to the office of Elected Mayor in November 2023. Councillor Ian Sharer was confirmed as the duly elected Councillor for the Cazenove Ward and the Chief Executive has received formal notification from Councillor Sharer and the Leader of the Conservative Group that Councillor Sharer has become a member of that Group. Following this change to the overall membership of the Council, which is now as follows:

Political Group	Number of Councillors
Labour	49
Conservative	6
Green	2

3.3. The rules for securing political balance on committees and sub-committees appointed by local authorities are contained in sections 15 and 16 of the LGHA and the Local Government (Committees and Political Groups) Regulations 1990.

3.4. In determining the allocation of seats, the Council must also apply the following four principles, as far as reasonably practicable:

(a) Not all seats are to be allocated to the same political group;

(b) If a political group has a majority on the Council, it must have a majority of seats on committees;

(c) Subject to (a) and (b) above, the total of all seats on ordinary committees be allocated to the groups in proportion to their respective strengths on the Council; and

(d) Subject to (a) to (c) above the number of seats on ordinary committees or sub-committees to be allocated to each political group in proportion to the number of all the seats on the committee or sub-committee in proportion to their respective strengths on the Council.

- 3.5. As per the Local Government (Committees and Political Groups) Regulations 1990, appointments are made in accordance with the wishes of a political group. Then, as long as that person's seat continues to be allocated to that group, the authority or committee which made the appointment shall act in accordance with the wishes of that group in determining whether and when to terminate the appointment. If a group fails to express its wishes within a period of three weeks of being notified of the allocation or vacancy, the Council may make such appointments as it thinks fit.
- 3.6. Independent Members who have not formed a political group in accordance with Regulation 8 of the Local Government (Committees and Political Groups) Regulations, are to be allocated in accordance with section 16(3) of the Regulations: i.e. any seats not allocated according to the requirements in section 15 and 16 of the Act are to be allocated to members who are not members of any political group.

Application of political balance rules to the Council's committees etc.

- 3.7. As stated above, the rules on political balance apply to ordinary committees of the Council, plus any other committees where statute provides that they are to be subject to political balance.
- 3.8. Ordinary Committees are those established under s101 and s102 of the Local Government Act 1972. The following are the Council's ordinary committees (in alphabetical order):
- Appointments Committee
 - Audit Committee
 - Corporate Committee
 - Pensions Committee
 - Planning Sub-Committee
 - Standards Committee
- 3.9. The Licensing Committee is not an ordinary committee because it is established under s6 of the Licensing Act 2003, which prescribes that it must contain not less than 10 and not more than 15 members. The Licensing Sub-Committees are similarly not ordinary committees as these exist by virtue of section 10 of the Licensing Act 2003, which permits the delegation of the functions of the Licensing Committee to one or more sub-committees. However, the Council has previously applied the political balance rules to the Licensing Committee and this convention is followed again this year. The Sub-Committees which will be established by the Licensing Committee in due course will not be subject to the political balance rules.
- 3.10. Although scrutiny committees are established under the Local Government Act 2000 rather than the Local Government Act 1972, section 9FA(6)(b) of the Act provides that they are to be subject to the rules on political balance

under the LGHA. This applies to all of the Council's scrutiny panels and commissions as follows:

Children and Young People Scrutiny Commission
Health in Hackney Scrutiny Commission
Living in Hackney Scrutiny Commission
Scrutiny Panel
Working in Hackney Scrutiny Commission

- 3.11. Section 9GC of the Local Government Act 2000 provides that neither a local authority executive nor committees of local authority executives are to be regarded as a body to which the rules on political balance under the LGHA apply.
- 3.12. The Health and Wellbeing Board is not an ordinary committee, as its establishment is mandated by section 194 of the Health and Social Care Act 2012. Section 194 also prescribes who may be a member of the Board and as such Councillor appointments to the Board are made by the Elected Mayor.
- 3.13. The membership of the Constitution Committee was agreed as part of the approval of its terms of reference in January 2022 and as such it is not subject to the rules on political balance.
- 3.14. Ward Forums are not ordinary committees of the Council. Ward Forums have been established to represent and promote the needs of each ward within the Council; each Ward Forum is led by the elected members of that ward.
- 3.15. Finally, the political balance rules do not apply to the Council Joint Committee which is a joint advisory group with the trade unions and not a formal committee of the Council.

Method to calculate places

- 3.16. The principles in paragraph 3.4 above are applied as follows:
- Calculate the total number of seats with votes on all the committees subject to the rules on political balance.
 - Calculate the proportion that each political group forms from the membership of the Authority. Reserve an appropriate number of seats for any ungrouped members.
 - Apply those proportions to the total number of ordinary seats to give the aggregate entitlement of each group; the requirement to apply the proportions "so far as reasonably practicable" are met by rounding down fractional entitlements of less than half, and rounding up entitlements of a half or more. If this results in an aggregate greater or fewer than the number of seats available, the fractional entitlement(s) closest to a half should be rounded in the other direction until entitlements balance the available seats.

- Apply the proportions to the number of councillors on each committee to give provisional entitlement to seats on that committee.
- Finally, adjust the seats on each committee so that the total allocated to each group is as near as possible to their aggregate entitlement, whilst preserving the proportion of seats calculated previously. Where calculations identify additional seats (not allocated), the largest group followed by the next largest group etc, will have their choice of which committee places they wish to take their allocation from in the unallocated/independent/vacant columns.
- Unallocated spaces will be available to any independent members (who are not members of a group) – where more than one independent member is nominated for a seat then the seat is allocated at the discretion of Full Council.

3.17. **Appendix 1** to this report provides the detailed calculations.

Impact of changes to political balance of the Council

3.18. Having regard to the revised calculations on political balance, the entitlement to seats (130 in total for the relevant Committees etc.) for each of the Council’s political groups is as follows:

	Labour	Conservative	Green
Number of seats based on legal entitlement	111.75	13.68	4.56
Number of seats when rounded based on legal entitlement	112	14	4 ¹
Provisional allocation applying rounded proportions to number of seats across committees etc	115	14	1 ²
Number of seats over or under the entitlement	+3	0	-3

¹ This is revised down because when the total was calculated by rounding up any fractional entitlements greater than a half or rounding down any fractional entitlements of less than a half this resulted in a total number of seats greater than those which exist across all the relevant committees etc. Thus it was necessary to proceed to the next step whereby the fractional entitlements closest to a half should be rounded in the other direction until entitlements balance the available seats. The Green fractional entitlement of 4.56 is the closest to the half and therefore when rounding down occurs this reduces to 4.

² The allocation for the Green Group for the Corporate Committee and Licensing Committee is ‘0’ for the same reason as in footnote 1 above.

3.19. The specific implications of these revised entitlements, having regard to the entitlements as adjusted at the Annual Meeting in May 2023 and nominations made then or subsequently, is as follows:

- 3.19.1. **Appointments Committee:** No change required
- 3.19.2. **Audit Committee:** At the Annual Meeting in May 2023, the Labour Group gave one of their then excess seats to the Green Group. Assuming the Labour Group wishes to continue to address part of the over allocation of seats through this reallocation, then no change is required.
- 3.19.3. **Children & Young Person Scrutiny Commission:** The Labour Group's entitlement to seats on this Commission is reduced by 1 from 11 to 10. This occurs for the reasons given in footnote 1 above. The Green Group is entitled to 1 seat on this Commission. However, as a consequence of the fact that the Labour Group gave one of their then excess seats to the Green Group at the Annual Meeting in May 2023, no actual change in nominations is required. It is noted that the Conservative Group currently has 1 vacancy on this Commission.
- 3.19.4. **Corporate Committee:** The Green Group's entitlement to a seat on this Committee no longer exists and the seat is reallocated to the Conservative Group. One additional nomination is required from the Conservative Group.
- 3.19.5. **Health in Hackney Scrutiny Commission:** No change required. It is noted that both the Labour Group and the Conservative Group currently have 1 vacancy each on this Commission.
- 3.19.6. **Licensing Committee:** The Green Group's entitlement to a seat on this Committee no longer exists and the seat is reallocated to the Conservative Group. One additional nomination is required from the Conservative Group. It is noted that the Conservative Group currently has 1 vacancy on this Committee.
- 3.19.7. **Living in Hackney Scrutiny Commission:** At the Annual Meeting in May 2023, the Conservative Group gave their one excess seat to the Green Group. However, based upon the current calculations, the Conservative Groups have no excess seats. As such the Green Group cannot have a seat on this Commission through this process. A nomination is required from the Conservative Group.
- 3.19.8. **Pensions Committee:** No change required. It is noted that the Conservative Group currently has 1 vacancy on this Committee.

- 3.19.9. **Planning Sub-Committee:** No change required.
- 3.19.10. **Scrutiny Panel:** No change required. It is noted that the Labour Group and the Conservative Group currently have 1 vacancy each on this Panel.
- 3.19.11. **Standards Committee:** No change required. It is noted that the Conservative Group currently has 1 vacancy on this Committee.
- 3.19.12. **Skills, Economy & Growth Scrutiny Commission:** No change required. It is noted that the Conservative Group currently has 1 vacancy on this Commission.

3.20. As a consequence of all of the above:

- 3.20.1. The Labour Group needs to determine where to allocate 3 seats to the Green Group. Assuming that the Group does not wish to change the existing reallocation of one seat on the Audit Committee, then 2 further seats are required to resolve their over-allocation of seats;
- 3.20.2. The Conservative Group needs to nominate Councillors to serve on the Corporate Committee, the Licensing Committee and the Living in Hackney Scrutiny Commission to fulfil their allocations or otherwise declare that those seats shall be vacant;
- 3.20.3. Both Labour and the Conservative Groups need to determine whether to fill any other existing vacancies and if so provide nominations; and
- 3.20.4. The Green Group needs to nominate Councillors to fill such positions as arise from the reallocation of 2 excess seats, assuming that the reallocation on the Audit Committee remains unchanged and no change in nomination arises from the Green Group from the Labour Group.

4. **Nominations**

4.1. Nominations received from the various Groups appear in **Appendix 2**.

5. **Comments of the Acting Group Director of Finance**

5.1. There are no additional budgetary implications arising from the changes outlined in this report. All costs are contained within the current approved budget.

6. **Comments of the Acting Director of Legal, Democratic and Electoral Services**

6.1. Other than as set out in the report there are no legal implications arising.

Appendices

Appendix 1 - Calculation of political balance

Appendix 2 - Nominations from political groups to resolve the allocation of seats

Background documents

None

Report Author	Louise Humphreys Acting Director of Legal, Democratic & Electoral Services louise.humphreys@hackney.gov.uk 020 8356 4817
Comments for the Acting Group Director of Finance prepared by	Deirdre Worrell deirdre.worrell@hackney.gov.uk 020 8356 7350
Comments for the Acting Director of Legal, Democratic and Electoral Services prepared by	Louise Humphreys Acting Director of Legal, Democratic & Electoral Services louise.humphreys@hackney.gov.uk 020 8356 4817

				Appointments Committee	Audit Committee	Children and Young People Scrutiny Commission	Corporate Committee	Health in Hackney Scrutiny Commission	Licensing Committee	Living in Hackney Scrutiny Commission	Pensions Committee	Planning Sub-Committee	Scrutiny Panel	Standards Committee	Skills, Economy and Growth Scrutiny Commission				
				7	10	12	17	10	15	10	10	10	10	9	10	130			
Group Name	Number of members	Proportion	Number of seats as proportion of the total number of seats available													Total Number of Seats			
																	Rounded		
Labour	49	86.0%	111.8	6.0175	8.5965	10.3158	14.6140	8.5965	12.8947	8.5965	8.5965	8.5965	8.5965	7.7368	8.5965	111.75		112	
Conservative	6	10.5%	13.7	0.7368	1.0526	1.2632	1.7895	1.0526	1.5789	1.0526	1.0526	1.0526	1.0526	0.9474	1.0526	13.68		14	
Green	2	3.5%	4.6	0.2456	0.3509	0.4211	0.5965	0.3509	0.5263	0.3509	0.3509	0.3509	0.3509	0.3158	0.3509	4.56		4	
Total (excl. the Elected Mayor)	57	100.0%	130	7	10	12	17	10	15	10	10	10	10	9	10	130.0		130	
																	Number of seats over or under the total allocation		
Labour	49	86.0%	112	6	9	10	15	9	13	9	9	9	9	8	9	115		3	
Conservative	6	10.5%	14	1	1	1	2	1	2	1	1	1	1	1	1	14		0	
Green	2	3.5%	4	0	0	1	0	0	0	0	0	0	0	0	0	1		-3	
Total (excl. the Elected Mayor)	57	100.0%	130	7	10	12	17	10	15	10	10	10	10	9	10	130			



Title of Report	Proposed Calendar of Council Meetings 2024/2025
For Consideration By	Council
Meeting Date	28 February 2024
Classification	Open
<u>Ward(s) Affected</u>	All
<u>Director</u>	Louise Humphreys, Acting Director of Legal, Democratic & Electoral Services

1. **Summary**

- 1.1 This report asks that Council note the proposed Council calendar for 2024/25 subject to any changes required following the 2023/24 Annual Meeting.
- 1.2 Members are invited to contact Governance should they wish to comment on the calendar ahead of its approval at the Annual Meeting on 15 May.

2. **Recommendations**

- 2.1 **Council is recommended to note the proposed Council meeting calendar for 2024/25.**

3. **Background**

- 3.1 The Council approves the calendar of meetings at its Annual Meeting (AM).
- 3.2 A draft calendar is provided for noting in advance of its formal approval. Councillors and members of the public are able to have early indication of the proposed meeting schedule. This draft is subject to any changes considered at the AM in respect to the committee structure or the way Council business is conducted.
- 3.3 The proposed schedule will be shared with group whips, Corporate Leadership Team, Mayor and Cabinet and other key stakeholders for comment prior to final publication ahead of the Annual Meeting.

4. Comments of the Group Director, Finance and Corporate Resources

4.1 The costs of administering the meetings of the Council is managed within allocated budgets. No additional expenditure is likely to be incurred by approving the proposed draft calendar of meetings.

5. Comments of the Director of Legal, Democratic and Electoral Services

5.1 Article 4 of Part 2 of the Constitution provides that “the frequency of the meetings of Full Council will be determined annually at Annual General Meeting (AGM)” and this has long been interpreted as including any formal meeting of the Council. Thus the final calendar of meetings will be approved at the AM in May 2024 in accordance with the Constitution.

Background Papers

No background papers have been relied upon for the drafting of this report.

Appendices

Appendix 1 - Proposed Meeting Schedule 2024/25

Report Author:	Tessa Mitchell Governance Services Team Leader Tessa.Mitchell@hackney.gov.uk 020 8356 5036
Comments of the Director of Finance and Corporate Resources	Deirdre Worrell Director of Climate Homes and Economy and Chief Executive Directorate Finance Deirdre.Worrell@hackney.gov.uk 020 8356 7350
Comments of the Director of Legal, Democratic and Electoral Services	Louise Humphreys, Acting Director of Legal, Democratic & Electoral Services Louise.Humphreys@hackney.gov.uk 020 8356 6234

Notes:

Cabinet Procurement Insourcing Committee meetings at 2pm

*Scrutiny commissions will be scheduled following confirmation of committee dates (INEL dates are external meetings at Waltham Forest)

*Virtual Licensing Sub-Committees will be scheduled following confirmation of other committees and commissions

MAY 2024						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
		1	2	3	4	5
		6.30pm Planning Sub Committee (CC)	London Mayoral Elections No evening meetings			
6	7	8	9	10	11	12
Early May Bank Holiday	No evening meetings		Ascension Day 2.00pm Licensing Sub Committee E			Yom HaZikaron
13	14	15	16	17	18	19
Yom HaZikaron		Council Annual Meeting	No evening meetings			Pentecost
20	21	22	23	24	25	26
6.00pm Cabinet (CC) 7pm Corporate Committee (CR)	No evening meetings	7.00pm Licencing Committee (CC) 7pm CYP Scrutiny Commission Pesach Sheni	No evening meetings			Lag BaOmer
27	28	29	30	31		
Spring Bank Holiday			2.00pm Licensing Sub Committee D			

JUNE 2024						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
					1	2
3	4	5	6	7	8	9
2.00pm Cabinet Procurement Insourcing Committee	No evening meetings	6.30pm Planning Annual Member Training (CC) 7.00pm Licensing Sub Committee A	6.30pm Pensions Committee No evening meetings			
10	11	12	13	14	15	16
7.00pm Licensing Sub Committee B 7pm Living in Hackney Scrutiny Commission (CC)	SACRE Shavuot	Shavuot	Shavuot		Hajj	Eid-al-Adha
17	18	19	20	21	22	23
7pm Skills Economy and Growth Scrutiny Commission (CC) Eid-al-Adha	2.00pm Licensing Sub Committee E Eid-al-Adha No evening meetings	6:30pm Audit Committee (CC) 7pm Health in Hackney Scrutiny Commission (CR) Eid-al-Adha	Eid-al-Adha No evening meetings		Windrush Day	
24	25	26	27	28	29	30
6.00pm Cabinet (CC)	2.00pm Licensing Sub Committee D 5.30pm Constitution Committee	7pm Children and Young People Scrutiny Commission (CC)	3.00pm Health & Wellbeing Board (CC) No evening meetings			

JULY 2024						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY

1 2.00pm Cabinet Procurement Insourcing Committee (CC) 7.00pm Licensing Sub Committee A	2 No evening meetings	3 6:30pm Planning Sub-Committee (CC)	4 10:00am Council Joint Committee (CC) No evening meetings	5	6 Hijri New Year	7
8 7pm Living in Hackney Scrutny Commission (CC)	9 6.30pm Standards Committee 7:00pm Licensing Sub Committee B	10 7pm Scrutiny Panel (CC)	11	12	13	14
15 7pm Skills, Econmy & Growth Scrutiny Commission (CC)	16 2.00pm Licensing Sub Committee D No evening meetings	17 7pm Licensing Committee (CC)	18 No evening meetings	19	20	21 Asalha Puja
22 2.00pm Licensing Sub Committee E 6.00pm Cabinet (CC)	23 Tzom Tammuz	24 7.00pm Full Council (CC)	25 No evening meetings	26	27	28
29 7pm Inner North East London Joint Health Scrutiny Commission (External)	30 7.00pm Licensing Sub Committee B 6.30pm Pensions Committee (CC)	31 6:30pm Planning Sub-Committee (CC)				

AUGUST 2024						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
			1	2	3	4
			No evening meetings			
5	6	7	8	9	10	11
2.00pm Licensing Sub Committee D	No evening meetings					
12	13	14	15	16	17	18
Tisha B'Av	Tisha B'Av 7.00pm Licensing Sub Committee C		No evening meetings			
19	20	21	22	23	24	25
	No evening meetings	2.00pm Licensing Sub Committee E	No evening meetings			Arbaeen
26	27	28	29	30	31	
Summer Bank Holiday			7.00pm Licensing Sub Committee A			

September 2024						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
						1
2	3	4	5	6	7	8
7.00pm Licensing Sub mmittee B 2.00 Cabinet Procurement Insourcing Committee (CC)	No evening meetings	6:30pm Planning Sub- Committee (CC)	of Gedaliah No evening meetings			
9	10	11	12	13	14	15
7pm Children and Young People Scrutiny Commission (CC)	2.00pm Licensing Sub Committee D 6:30pm Corporate Committee (CC)	7pm Health in Hackney Scrutiny Commission (CC)	10.00am Pensions Board 6:30pm Audit Committee (CC)		Liberal Democrat Party Conference	Liberal Democrat Party Conference Mawlid al-Nabi
16	17	18	19	20	21	22
Liberal Democrat Party Conference 6.00pm Cabinet (CC) 7pm Living in Hackney Scrutiny Commission Milad un Nabi	Liberal Democrat Party onference 2.00pm Licensing Sub Committee E No evening meetings	7:00pm Full Council (CC)	No evening meetings			Labour Party Conference
23	24	25	26	27	28	29
Labour Party Conference	Labour Party Conference	Labour Party Conference 7.00pm Licensing Sub Committee C	No evening meetings			Conservative Party Conference
30						
6.30pm Pensions Committee (CC) 7pm Skills, Econmy & Growth Scrutiny Commission (CR)						

October 2024						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
	1	2	3	4	5	6
Conservative Party Conference	Conservative Party Conference 2.00pm Licensing Sub Committee D No evening meetings	Conservative Party Conference Rosh Hashanah	10.00am Council Joint Committee No evening meetings Rosh Hashanah	Rosh Hashanah		
7	8	9	10	11	12	13
2.00pm Cabinet Procurement Insourcing Committee 7pm Scrutiny Panel (CC)	7pm Health in Hackney Scrutiny Commission (CC)	6.30pm Planning Sub-Committee (CC) 7.00pm Licensing Sub Committee A	3.00pm Health & Wellbeing Board (CC)	Yom Kippur	Yom Kippur	
14	15	16	17	18	19	20
7pm Children and Young People Scrutiny Commission (CC)	2.00pm Licensing Sub Committee E No evening meetings	Sukkot	Sukkot No evening meetings	Sukkot	Sukkot	Sukkot
21	22	23	24	25	26	27
7pm Inner North East London Joint Health Scrutiny Commission Sukkot	Sukkot	Shmini Atzeret 7.00pm Licensing Sub Committee A	Shmini Atzeret/Simchat Torah No evening meetings	Shmini Atzeret/Simchat Torah		
28	29	30	31			
6.00pm Cabinet (CC)	7.00pm Licensing Sub Committee B 5.30pm Constitution Committee		6.30pm Audit Committee (CC) Diwali			

November 2024						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
				1	2	3
				Diwali	Diwali	Diwali
4	5	6	7	8	9	10
2.00pm Cabinet Procurement Insourcing Committee Diwali	2.00pm Licensing Sub Committee D No evening meetings	6.30pm Planning Sub-Committee (CC)	No evening meetings			
11	12	13	14	15	16	17
7.00pm Licensing Sub Committee C 7pm Skills, Econmy & Growth Scrutiny Commission (CC)	6.30pm Standards Committee 7.00pm Licensing Committee	6.30pm Corporate Committee (CC)	7pm Health in Hackney Scrutiny Commission (CC)			
18	19	20	21	22	23	24
6.30pm Pensions Committee (CC) 7pm Living in Hackney Scrutny Commission (CR)	2.00pm Licensing Sub Committee E No evening meetings	6:30pm Planning Sub-Committee Pre-Application(CC)	No evening meetings			
25	26	27	28	29	30	1
2.00pm Cabinet (CC)	7.00pm Licensing Sub Committee A 7pm Children and Young People Scrutiny Commission (CC)	7:00pm Full Council (CC)	No evening meetings			

December 2024						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
2 2.00pm Cabinet Procurement Insourcing Committee 7.00pm Licensing Sub Committee B	3 No evening meetings	4 6:30pm Planning Sub-Committee (CC)	5 No evening meetings	6	7	8
9 7pm Living in Hackney Scrutny Commission (CC)	10 2.00pm Licensing Sub Committee D 7pm Skills, Econmy & Growth Scrutiny Commission (CC)	11 7pm Children and Young People Scrutiny Commission (CC)	12 2.00pm Licensing Sub Committee E	13	14	15
16 6.00pm Cabinet (CC)	17 No evening meetings	18 2.00pm Licensing Sub Committee E	19 No evening meetings	20	21	22
23	24 Christmas Eve	25 Christmas Day Chanukah	26 g Day Chanukah	27 Chanukah	28 Chanukah	29 Chanukah
30 Chanukkah	31 New Years Eve Chanukah					

January 2025						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
		1 New Years Day Chanukah	2 Chanukah	3	4	5
6	7	8	9	10	11	12
2.00pm Cabinet Procurement Insourcing Committee Epiphany	No evening meetings		No evening meetings	Asara B'Tevet		
13	14	15	16	17	18	19
7pm Children and Young People Scrutiny Commission (CC)	7.00pm Licensing Sub Committee A 6.30pm Audit Committee	6.30pm Planning Sub- Committee (CC)	10.00AM Council Joint Committee (CC) 7pm Health in Hackney Scrutiny Commission (CC)			
20	21	22	23	24	25	26
5.30pm Constitution Committee 7pm Skills, Econmy & Growth Scrutiny Commission (CC) 7pm Inner North East London Joint Health Scrutiny Commission	2.00pm Licensing Sub Committee E No evening meetings	6.30pm Pensions Committee 7pm Living in Hackney Scrutny Commission (CR)	3.00pm Health & Wellbeing Board (CC) No evening meetings			
27	28	29	30	31		
6.00pm Cabinet 7.00pm Licensing Sub Committee B Holocaust Memorial Day	7pm Scrutiny Panel (CC)	7.00pm Full Council (CC)	No evening meetings			

February 2025						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
					1	2
3	4	5	6	7	8	9
2.00pm Cabinet Procurement Insourcing Committee	2.00pm Licensing Sub Committee D <i>No evening meetings</i>	6:30pm Planning Sub-Committee (CC)	<i>No evening meetings</i>	Lailat al Miraj		
10	11	12	13	14	15	16
7pm Living in Hackney Scrutiny Commission (CC)	6.30pm Standards Committee 7pm Children and Young People Scrutiny Commission (CR)	7.00pm Licensing Sub Committee C Tu B'Shevat eve	7pm Health in Hackney Scrutiny Commission (CC) Tu B'Shevat	Lailat al Bara'ah		
17	18	19	20	21	22	23
	2.00pm Licensing Sub Committee E <i>No evening meetings</i>		<i>No evening meetings</i>			
24	25	26	27	28		
6.00pm Cabinet (CC) 7.00pm Licensing Sub Committee A		7.00pm Full Council - Budget (CC)	<i>No evening meetings</i>	Ramadan begins		

March 2025						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
					1	2
3	4	5	6	7	8	9
2.00pm Cabinet Procurement and Insourcing Committee	2.00pm Licensing Sub Committee D <i>No evening meetings</i>	6:30pm Planning Sub-Committee (CC) Ash Wednesday / Start of Lent	10:00AM Council Joint Committee (CC) <i>No evening meetings</i>			
10	11	12	13	14	15	16
7pm Skills, Econmy & Growth Scrutiny Commission (CC)	6.30pm Pensions Committee (CC)	6.30pm Corporate ttee (CC) (Ta'anit Esther eve of Purim)	7.00pm Licensing Sub Committee B Purim	Purim	Shushan Purim	Purim Meshulash
17	18	19	20	21	22	23
7pm Children and Young People Scrutiny Commission (CR)	<i>No evening meetings</i>	7.00pm Licensing Sub Committee C	3.00pm Health & Wellbeing Board (CC) <i>No evening meetings</i>			
24	25	26	27	28	29	30
6.00pm Cabinet (CC)	7pm Living in Hackney Scrutny Commission (CC)	7.00pm Licensing Committee (CC)	10.00am Pensions Board Laylat al Qadr <i>No evening meetings</i>			eve Eid al-Fitr
31						
7.00pm Licensing Sub Committee A Eid al-Fitr/End of Ramadan						

April 2025						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
	1	2	3	4	5	6
		6:30pm Planning Sub-Committee (CC)	2.00pm Licensing Sub Committee E			
7	8	9	10	11	12	13
2.00pm Cabinet Procurement and Sourcing Committee 7pm Skills, Economy & Growth Scrutiny Commission (CC)	5.30pm Constitution Committee 7.00pm Licensing Sub Committee B	6.30pm Audit Committee	7pm Scrutiny Panel (CC)		Pesach (Passover)	Pesach (Passover) / Palm Sunday
14	15	16	17	18	19	20
Pesach (Passover)	Pesach (Passover)	7.00pm Licensing Sub Committee C Pesach (Passover)	Pesach (Passover) / Maudy Thursday (End of Lent)	Pesach (Passover) Good Friday	Pesach (Passover)	Pesach (Passover)
21	22	23	24	25	26	27
Easter Monday		7pm Inner North East London Joint Health Scrutiny Commission Yom HaShoah (sundown)	7.00pm Licensing Sub Committee A Yom HaShoah			
28	29	30				
6.00pm Cabinet (CC)	4pm Cabinet Procurement Sourcing Committee 7pm Health in Hackney Scrutiny Commission (CC) Yom HaZikaron	Yom HaZikaron				

May 2025						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
			1 2.00pm Licensing Sub Committee D <i>No evening meetings</i>	2 Yom HaAtzmaut	3 Yom HaAtzmaut	4
5	6	7	8	9	19	11
Early May Bank Holiday	<i>No evenings meetings</i>	6.30pm Planning Sub- Committee (CC)				Pesach Sheni
12	13	14	15	16	17	18
Pesach Sheni		7:00pm Council Annual Meeting (CC)	<i>No evening meetings</i>	Lag BaOmer		
19	20	21	22	23	24	25
6.00pm Cabinet (CC)	<i>No evening meetings</i>		<i>No evening meetings</i>			
26	27	28	29	30		
Spring Bank Holiday			Ascension day			

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