Hackney

London Borough of Hackney – Decisions taken by the Cabinet on Monday, 22 January 2024

This document outlines the decisions taken by Cabinet on Monday, 22 January 2024.

Decisions listed below that are Key Decisions will come into force and may then be implemented on the expiry of 5 clear working days, unless called-in by at least 5 non-executive members in writing and submitted to the Monitoring Officer using the attached form;

Executive Decision Call-in Request

Date of Publication: 23 January 2024

Last Date for Call-In: 30 January 2024

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Items considered in public

8	F S213 2023/24 Overall Financial Position Report - November 2023	**RESOLVED:** **1. To approve the savings set out at paragraph 2.9 of this report.** **2. To note the overall financial position of the Council as at November 2023 as set out in this report.** REASONS FOR DECISION To facilitate financial management and control of the Council's finances and to approve the savings schemes. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

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		This budget monitoring report is primarily an update on the Council's financial position.
9	F S212 Capital Update and Property Disposals And Acquisitions Report	**RESOLVED:** 1. **That the scheme for Finance and Corporate Resources Directorate as set out in section 11 be given approval as follows:** **Mosaic ICT System Development Strategy:** Resource and spend approval of **£1,257k (£571k in 2024/25, £481k in 2025/26 and £205k in 2026/27**) is requested to enable Council Officers to progress with the transformation development work on the Mosaic ICT System. 2. **That the s106 & CIL Capital funded scheme summarised below and set out in section 11 be approved:** **S106** — **2024/25 £'000** Capital — 425 **Total S106 & CIL Capital for Approval** — **425** 3. **That the CIL Revenue summarised below and set out in section 11 be approved:** **CIL** — **2024/25 £'000** Revenue — 500 **Total CIL Revenue for Approval** — **500** REASONS FOR DECISION The decisions required are necessary in order that the schemes within the Council's approved Capital programme can be delivered and to approve the property proposals as set out in this

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		report. In most cases, resources have already been allocated to the schemes as part of the budget setting exercise but spending approval is required in order for the scheme to proceed. Where, however, resources have not previously been allocated, resource approval is requested in this report. To facilitate financial management and control of the Council's finances. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED None.
10	F S241 2024/25 Council Taxbase and Local Business Rates Income Report	**RESOLVED:** **1. Recommend to Council that, in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the amount calculated by Hackney Council as its Council Tax Base for 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. Recommend to Council that 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.**

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		• **£59,051,365 which is payable in agreed instalments to Central Government** **3. To note that changes to the current CTRS scheme in 2024/25 were agreed by Cabinet in December 2023.** **4. Recommend to Council that it approves a 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.** **5. Recommend to Council that we signal our intent prior to 1st April 2024 that we will levy second homes premium from 1st April 2025.** REASONS FOR DECISION *Council Tax Base* The rules for calculating the Council Tax Base are set out in the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012. The calculation is based on the valuation list and other information available on 13th December. Firstly, the authority must estimate the number of properties in each band after allowing for exempt properties. These figures are also adjusted to allow for discounts (e.g. single person discount and Council Tax Reduction Scheme), exemptions and the impact of applying regulations which allow the Council to charge additional Council Tax to the owners of empty homes and second homes. A formula is then used to calculate the total number of Band D equivalent properties. This gives a higher weighting to properties in Bands above Band D and a lower weighting to properties in bands below Band D. This can therefore be thought of as the average number of properties liable to pay Council Tax. The calculation is set out at Appendix

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		1. The Authority then must estimate what percentage of the total Council Tax due for the year it will be able to collect. This is usually referred to as the collection rate. This percentage is then applied to the total number of Band D equivalent properties to give the tax base to be used for setting the Council Tax. Another way of considering the tax base is that it represents the amount of Council Tax income that will be received from setting a Band D Council Tax of £1. 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, the systems are fully operational, and 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 93.5% is achievable and this has what we have assumed in the taxbase calculations 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 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. A collection rate of 93.5% will result in a tax base of 77,766.9 Band D equivalents, as shown in the table below.

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2024/25 TAX BASE/COLLECTION RATE	
	2024/25
Aggregate of Band D Equivalents Estimate of Collection	83,173.1
Rate	93.5%
Tax Base (Band D Equivalents)	**77,766.9**

This compares to a tax base of 77,108.9 Band D equivalents used in the 2023/24 budget setting.

Business Rates and the London Business Rates Retention Scheme

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.

Empty Property and Second Homes Premiums

Currently the Council charges an extra amount of Council Tax (a 'premium') if a property has been empty for 2 years or more - a premium equal to 100% of the annual council tax charge on the property is added to bills on properties that have been empty between two years and five years, and a premium of 200% is added to bills on properties that have been empty for five

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		years. We have applied this discretionary power in order to encourage owners of empty properties to bring them back into use. An empty property is defined as a dwelling which is unoccupied and substantially unfurnished. The Levelling Up and Regeneration Act contains a provision to amend the definition of ‘long term empty homes’ so that, for financial years from 2024-25 onwards, dwellings unoccupied and substantially unfurnished for a continuous period of at least one year are liable to the council tax premium equal to a 100% of the Council tax charge on the property. This compares to the current two year period. The Council proposes to introduce this new premium in order to further encourage owners of empty dwellings to bring them back into use. If Cabinet approves this proposal we will be able to charge relevant properties the premium in 2024/25. It should be noted that where a property is unoccupied following the death of the resident, the premises would be exempt from council tax where probate or letters of administration have not yet been granted. If the premises remain unoccupied after the granting of probate or letters of administration a further six months exemption can be applied. There will also be potentially increased income to the council if empty property owners still do not bring the properties back into use. The impact of introducing the 100% premium at 1 year rather than 2 years based on current data is that 381 properties will become liable for the premium at 1st April 2024 as opposed to 1st April 2025 and 80 properties would become liable for the premium during the financial year 2024/25 as opposed to 2025/26. The financial impact of the 381 properties impacted as at 1st April 2024 is shown below based on the 2023/24 Council Tax charges.

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		Band A 30 properties charge would be £2,364.40 of which Hackney retains £1,785.54 per property (with the balance going to the GLA) so could raise an additional £26,783.10 to Hackney Band B 102 properties charge would be £2,758.44 of which Hackney retains £2,083.12 per property so could raise £106,239.12 to Hackney Band C 115 properties charge would be £3,152.52 of which Hackney retains £2,380.72 per property so could raise £136,891.40 to Hackney Band D 83 properties charge would be £3,546.58 of which Hackney retains £2,678.30 per property so could raise £111,149.45 to Hackney Band E 42 properties charge would be £4,334.72 of which Hackney retains £3,273.48 per property so could raise £68,743.08 to Hackney Band F 7 properties charge would be £5,122.84 of which Hackney retains £3,868.66 per property so could raise £13,540.31 to Hackney Band G 2 properties charge would be £5,910.98 of which Hackney retains £1,785.54 per property so could raise £4,463.84 to Hackney So Hackney's Council Tax income could potentially increase by £467,810 in 2024-25. There are 86 council owned properties included in the 381 properties and the cost to Hackney for these properties would be additional £123,145 but we would retain £92,996 A further provision of the Levelling Up and Regeneration Act allows, through an amendment to the Local Government Finance Act 1992, councils in England to levy a Council Tax Premium of

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		up to 100% on second homes. We await during 2024/25, further clarification from the Government on the definition of a second home. Notice of the intent to levy the premium must be given one year prior to the commencement of the premium by notification in at least one local newspaper. Therefore if we signal our intent prior to 1st April 2024 we can levy this premium from 1st April 2025. Until we receive further clarity on the definition we are unable to establish precisely how many properties this premium will apply to. Once we have this clarity we can then advise residents of the change from 1st April 2025 so that they can take appropriate action if they wish to avoid the premium by selling/letting their second home. It is proposed therefore that Cabinet approves a recommendation 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. It is also proposed that we signal our intent prior to 1st April 2024 that we will levy the second homes premium from 1st April 2025. *NNDR Estimates, Reliefs and Special Grants* In past national budgets, the Government has announced various rate reliefs for all businesses, in particular the significant retail, hospitality and leisure (RHL) sector reliefs. Hackney, in common with all Councils, will receive compensation for these reliefs. It is estimated that Hackney Council will receive £22.343m in s31 grants in compensation for the reliefs given in previous and current Autumn Statements and National Budgets, and from the impact of other current and past Government policies. The grants are primarily in respect of reliefs we award for Small Businesses; Retail, Hospitality and Leisure; and Transitional Payments. We also get a S31 grant to compensate us for the fact that the government did not

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		increase the business rates multiplier in line with inflation in 2024-25 (on properties with an rateable value of below £51k) and in prior years. It did though increase the multiplier applied to properties with an rateable value of more than £51k in line with inflation in 2024-25. This is discussed in 4.24 below In addition to this, the Council retains a cost of collection allowance for the administration of the collection of business rates and for 2023-24 this allowance is £0.616m The total resources available to the Council in respect of Non- Domestic Rates and to be included in the budget to be approved by Council in March will therefore be an estimated £76.642m. This can be itemised as follows:

	£m
Net rates yield retained by Hackney	51.135
2023/24 Surplus c/fwd.	2.54
Cost of Collection allowance	0.616
Total NNDR Income for the Year	**54.299**
2024/25 Retail, Hospitality, Leisure (RHL) Reliefs S31 Grant	7.385
Cost of Multiplier Cap - 2014/15 to 2024-25	11.874
Other S31 Grants	3.08
Total NNDR resources	**76.642**

It should be noted that the Government is introducing changes to how business rates will be calculated in 2024-25. In order to calculate a property's rates liability before reliefs and discounts, its rateable value is multiplied by a factor called the multiplier, which is adjusted for inflation each year. In 2023-24, the multiplier is 49.9p and it is applied to all properties irrespective of the size of their rateable value. However, as from April 2024, there will be two multipliers. The first remains at 49.9p and this will apply to all properties classed as 'small', i.e. with a rateable value of £51k or below. An inflation uplift therefore, will not be applied to the

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		multiplier for these properties and so the ratepayers will not face any increase in their bills (assuming that there is no change to their discounts or reliefs) and the Council will receive S31 grant to compensate for our loss of income. However, an inflation uplift will be applied to the multiplier of properties with a rateable value of more than £51k (taking the multiplier up to 54.4p) which means that these businesses will be faced with an increase in their rates bills in 2024-25 This is a very complex change and it has taken us a considerable amount of time to produce the necessary business rates information for this report. This explains why this is a late report. It should also be noted that at the time of writing this report, we had not received a Business Rates software update from our supplier which covers these changes. Once we receive this, we will recalculate the estimates and if this produces materially different results from our internal analysis, we will inform Council and Cabinet of any changes at the meetings. *Council Tax Reduction Scheme (CTRS).* In December 2023, Cabinet approved changes to the current CTRS scheme, primarily the reduction in the minimum contribution from 15% to 10%. A report asking Council to adopt the scheme is also on the January agenda. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED The requirement to calculate the Council Tax base and business rates has been laid down by Statute. As such, there are no alternatives to be considered.
11	CE S293 Children's Centres Childcare Consultation	**RESOLVED:** **Cabinet is recommended to agree that:** **1. A 12 week statutory consultation and engagement period on the restructuring of**

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		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. **2. Following the conclusion of the consultation, to consider the results of the consultation and recommendations on the restructuring of early education and childcare provision.** REASONS FOR DECISION The Childcare Act 2006 at s5(d) imposes a legal duty on a Local Authority to consult before making any significant change in the services provided through a children's centre and before anything is done that would result in a children's centre being closed. The purpose of the consultation is to propose changes to the way children's centres deliver early education and childcare in the future. The reason for the proposed change is to improve the sustainability of the centres. If we do not make changes, the current deficit of £1.07m across the children's centres is likely to continue to increase. If we do not make decisions now, it may mean more far-reaching proposals at a later date. Making unpopular decisions now is intended to reset the way early education and childcare is delivered in order to achieve greater efficiency, and maximise opportunities to increase occupancy to maintain viability. The consultation is intended to give service users, staff and anybody impacted by the remodelling of the service, an opportunity to shape the proposals. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED The option to significantly increase fees to recover a greater portion of expenditure if

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		implemented, may discourage families from accessing the children's centre provision, and therefore have a negative impact on occupancy. The provision may also become affordable to higher income families at the exclusion of lower income families. We have seen a reduction in higher income families since introducing the new fee bands and post Covid. For this reason this option is not being acted on as suggested. Instead, annual increases to nursery fees will continue to be subject to inflation and in doing so will continue to significantly taper the subsidy to higher fee bands. Opportunities identified during the review in collaboration with a stakeholder reference group to test and refine 3 levers to reduce expenditure, increase income and refine the model are set out in the executive summary of the E&Y Report: Appendix 1, attached to the exempt appendices section of this report. As part of the SEND Strategy 2022-25, and the Early Years Strategy 2021-26, one centre in the north of the borough is in scope to reprovision by 2025 into an Additional Resource Provision (ARP) to support children with complex needs. Respondents to the recent 2023 Children and Family Hubs consultation commented on SEND provision and support needed for children and their families. The intention is to align the ARP with best SEND practice in accordance with the requirements of the Dedicated Schools Grant (DSG), and replace subsidised childcare places with term time funded 15 and 30 hours Early Years Entitlement places for 2, 3 and 4 year olds with additional needs, alongside mainstream children.
12	CE S258 Hackney Home to School Travel Policy	**RESOLVED:** **It is recommended that Cabinet approve a consultation on a new home to school travel policy for Hackney during the spring term of 2024.** REASONS FOR DECISION Local authorities must publish their home to school policy for children of compulsory school age

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		on their website and in paper form. Local authorities should keep their school travel policy under regular review to make sure it continues to meet local needs and that it complies with statutory requirements. The proposed consultation is on an updated home to school policy that takes account of recently published statutory guidance on travel for children of compulsory school age (5-16 years). It also reflects current guidance on travel support for young people aged over 16 years. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED No other options were considered.
13	F S243 Housing Revenue Account Budget 2023/24 including Tenants Rents and Service Charges	**RESOLVED:** **Cabinet is recommended to:** **1. To approve the HRA budget proposals as set out in Section 6 and Appendix 1.** **2. To approve the increase in rent of 7.7% in line with the Social Housing Regulator's rent ceiling and agree that rents will increase on average by £8.91 from £115.68 per week to £124.59 per week with effect from Monday 1st April 2024.** **3. To approve the increase in HRA fees and charges as set out in Appendix 2.** **4. To approve the increase in tenant service charges as set out in paragraph 6.14; and the service charges for the Concierge service as set out in paragraph 6.16.** **5. To approve the increase in Travellers charges at 7.7% as set out in paragraph 6.21.**

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		6. To approve the increase in Shared Ownership rent at 7.7% as set out in paragraph 6.22. **7. To delegate to the Group Director of Finance and Corporate Resources in consultation with the Cabinet Member for Housing Services and Resident Participation and Cabinet Member for Finance, Insourcing and Customer Services the setting of communal heating charges to reflect the unit costs of utilities.** **8. To agree the Housing Capital Programme budget as set out in paragraph 6.33 to be included in the overall Council Capital budget for approval as part of the Council Budget and Council Tax Setting Report to be approved at February 2024 Cabinet.** REASONS FOR DECISION Section 76 of the Local Government and Housing Act 1989 requires Local Authorities with a Housing Revenue Account (HRA) to set a budget for the account that avoids a deficit, whilst using robust and valid assumptions. Furthermore, there is a statutory requirement for the Council to prepare a 30 Year Business Plan for the HRA on an annual basis. The purpose of this exercise is to keep the long-term financial viability of the HRA under regular review. The report also provides the approval needed to set HRA tenant rents and other charges for the financial year 2024/25. The Council is required by law to give tenants at least 28 days' notice of any variation to the rent charged.

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		DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED 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 annually that keeps this under regular review. Preparing 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. The 2024/25 budget has been built from the 30 Year HRA Business Plan and reviewing the base budget, including current forecasts of items of essential expenditure, maintenance and investment to preserve the housing service and its assets. Alternative rent increases were considered in setting the budget, but any reduction to the rent rise as set by the Regulator of Social Housing in the Rent Standard would result in additional savings that would impact on services to tenants, and substantial savings for the Government in the subsidy of Housing Benefit. A reduction in income would also have a long term impact on future rent levels and income and the ability to deliver front line services and invest in the Housing stock.
14	CHE S278 Draft Future Shoreditch Area Action Plan Public Consultation (Regulation 18)	**RESOLVED:** **Cabinet is recommended to:**

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		1. Approve the draft Future Shoreditch Area Action Plan, including the Direction of Travel document (Appendix 2), for public consultation. **2. Delegate authority to the Group Director of Climate Homes and Economy to make minor changes ahead of consultation.** REASONS FOR DECISION Consultation and engagement with stakeholders and the public is integral to producing an Area Action Plan. Consultation on the draft Area Action Plan is required in line with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012 and will help inform and influence the final version of the Area Action Plan. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED Consultation on a draft Future Shoreditch Area Action Plan is required to comply with Government regulations. The alternative was to move onto a Regulation 19 consultation. This was considered to not provide enough opportunity for communities to feedback on the plan before adoption.
15	CED S294 Hackney a Place for Everyone – Voluntary and Community Sector Grants Programme 2024/25	**RESOLVED:** **Cabinet is recommended to :-** **1. Agree the timetable for the Hackney Voluntary and Community Sector Open Grants Programme for 2024/25** **2. Agree that the following funding streams can be launched through the programme:**

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		• Project Grants for up to £20,000 for one or two years from April 2024. • Community Chest grants for up to £1,000 for one year for short term projects or one-off activities from April 2024 (with four grant rounds spread throughout the year) • Children and Young people activity based grants of up to £20,000 over one year totalling £225,000 from April 2024. 3. Agree the second year of funding of advice grants as set out in Appendix one, totalling £922,500. 4. Note that £77,826 remains set aside to meet some of the identified gaps in provision and provide additional capacity to the advice system. 5. Agree one year funding for Specialist grants totalling £719,066 as set out in Appendix One. 6. Agree in regards to Community Infrastructure grants to award a third year of funding (of a total of three) for 20 Community Infrastructure organisations at £19,800 each per annum and a second year of funding (of a total of two) for four community infrastructure organisations at £19,800 each. 7. Note the carry over of £25,000 development funding for Community Infrastructure that can be deployed to support development and capacity building to enable gaps in geography or community to be addressed. 8. To continue to set aside £200,000 of the grant programme budget provision for financial intervention for organisations at risk of closure and delegate authority to approve grants to the Head of Policy and Strategic Delivery in consultation

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		with the Portfolio Holder for Health, adult social care, voluntary sector and leisure. **9. Agree to use £65,000 of the grant program reserves to increase organisational capacity in order to undertake a council wide review of our investment in the VCS** **10. Agree to contribute to the London borough's grant scheme administered by London Councils 2024/25 and note that the contribution will be in the region of £208,093** **11. To delegate authority to approve the Project Grants 2024/25 including Community Chest, Physical Activity and Children and Young People's Grants, as well as the deployment of resources to address and/or meet any gaps and capacity in Advice Services or Community Infrastructure grants, to the Head of Policy and Strategic Delivery in consultation with the Portfolio Holder for Health, adult social care, voluntary sector and leisure, and the Portfolio Holder for education, young people and children's social care** REASONS FOR DECISION Cabinet is asked to agree the funding criteria, timetable and details of the Hackney Voluntary and Community Sector Grants programme for 2024/25 as a key decision of the Council as it affects two or more wards and is related to Council spend. The indicative timetable is set out below:

	Project Grants*
Applications open	February 2024
Applications close	March 2024

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Delegated authority decisions	May 2024
Recommendations to Cabinet	N/A

*Please note that 3 further rounds of Community Chest grants will take place later in the year.

VCS Grants Programme for 2024/25 including Public Health and Children and Young people grants

Grant Programme	Core Budget	Other funding*	Total
Project Grants (including general, Community Chest, Children and Young People* and Physical Activity**)	£216,000	£207,500	£423,500
Advice Services (total budget including Public Health contribution*** and funding to fill gaps thorough development work)	£1,000,326	£120,000	£1,120,326
Community Infrastructure	£500,200	£0.00	£500,200
Specialist Grants	£719,066	£0.00	£719,066
Financial Intervention Support Grants	£200,000	£0.00	£200,000
Total Grants Programme	**£2,635,592**	**£327,500**	**£2,963,092**

*£200,000 for the Children & Young People's Fund is from Young Hackney's budget.
**7,500 from the Public Health Physical Activity budget for the
***£120,000 contribution from the Public Health budget

Reviewing how we invest in the VCS

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		The review of the grants programme has enabled further exploration and opportunities to build in equality focussed and anti-racist approaches to the delivery of the investment. For example, assessor training now involves a section on intersectionality and institutional racism. We have also placed more emphasis on supporting groups who are led by those with lived experience, and have used information on organisational leadership and beneficiary groups to make decisions in a more targeted way. We will continue to build upon this for the 2024/25 programme. Given the complexity of the challenges we are seeking to address in the community and public sector, there are much more effective and impactful ways to invest in the VCS than the traditional approaches to commissioning through grant making or procurement. Traditional approaches are transactional and arms length and assume complex challenges can be addressed through short term activity, focussing on a narrow set of issues through simple projects and measurable outputs. It also feeds into a wider set of behaviours and attitudes that maintain a “parent child” relationship between the public sector and the VCS. Funders have been working on more effective models for a number of years, and this very much aligns with the thinking outlined about new approaches to public service. The grants programme has been changed to take account of our experience of working with the sector during the pandemic, the knowledge we have gained from working with Advice providers and Community Infrastructure partners, and the change and transformation we are trying to achieve as a Council in how we work with communities. The review has provided an opportunity to reflect on the ‘how’ and not just ‘what’ we fund This report proposes the use of £65,000 from the VCS grants program reserves in order to increase capacity from March to June 2024 to undertake a full review of cross Council investment in the VCS. This will enable us to understand in quite granular detail what is procured and grant funded across the council and the intended outcomes from this investment. Learning from the council's work on anti-racism and other areas such as the

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		Public Health Match projects, as well as established thinking about what approaches and service design are needed in the reform of the public sector, supported by the RSA, New Local and the LGA, will enable us to begin to redesign investment in the VCS that works better for our residents. This thinking places greater value on addressing system failures, working across silos and taking a more strength based and long-term view than the current system which places greater value upon ease of measurement and accountability. *Community Infrastructure Grants* In 2023/24 we funded 24 Community Infrastructure organisations. These are locality or community based organisations that work preventatively, working with communities at grassroots level to co-design services, build local systems of support and help the Council to improve reach. During the pandemic we were able to witness the expertise and reach that these organisations have in their communities along with the person-centred ways of working they adopt to meet the presenting need and work with complexity. This was seen in place-based organisations but also those working with particular communities e.g black led organisations. This range of community infrastructure utilised its strengths and assets, flexing and adapting to the needs of individuals and communities. At the same time they were promoting social inclusion, building relationships with people and creating new connections. Community infrastructure proved to be a crucial resource during the pandemic and yet for many years there has been little or no direct investment in this. This activity is key to a preventative agenda that seeks to build upon the assets within communities, as well as helping to respond to the Cost of Living crisis. Although our commitment to fund is over three years in the first year our focus has been to collaborate with each organisation to explore and identify, • What they need to measure in order to reflect on their practice and improve outcomes for residents through their activity and across the system • More systemic collaborative ways of working and what challenges/benefits does this

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		bring • The sharing of learning and influencing practice. The Community Infrastructure organisations have been partnered with 24 Relational Leads. These are all volunteer officers from across the Council committed to developing the programme further, developing ways of helping Council services to work more meaningfully and effectively with community partners, and strengthening our way of working on early help and prevention across the lifecourse. The work of the Relational Leads is supported and coordinated by the System Convenor roles within the Policy and Strategic Delivery Team. *Project Grants* As already set out, we intend to broadly continue with our existing programme objectives and equality aims, which guide applicants on the outcomes we are seeking to achieve from the grants programme, but with a renewed focus on specific beneficiary groups who are being particularly affected by the cost of living crisis. Whilst we are reprioritisng our investment to protect and develop community infrastructure we will continue to invest part of the programme in short-term project based activity. We will continue to run our open programme as our Project Grants rather than Main and Small Grants from previous years. The Project Grants strand will encompass generic Project Grants, Children and Young People's Grants (discussed further in 4.4), and Community Chest Physical Activity grants. Responding to feedback from applicants last year it is intended to offer two year grants where possible for the Project Grants in 2024/25 to ensure alignment and consistency between the funding streams. *Grant funding Children and Young People's activity* Building on the last 2 years this grants scheme specifically for children and young people will

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		use a budget that in previous years had been deployed for one-off commissioning of youth activity by the Children and Families Service. The funding will be prioritised for the identified health and wellbeing needs of young people within the eight Primary Care Networks of the Integrated Care Partnership. However as with all grants in the programme the ability to ensure geographical spread across the borough will be dependent upon the spread of applications received. The grants will be for one year youth work projects. Applicants will be asked to focus on youth work methodology and may include specialist providers for a variety of activities including sport, drama and film. As with the wider grants programme the activities for children and young people should speak to anti racist and anti oppressive practices so that provision is inclusive and seeks to promote equality. Grant funding rather than commissioning should enable more collaborative working both with the Council and between VCS organisations that are funded. This in turn should ensure additionality from the resources being used. *Advice grants* Our advice partners continue to be central to the vital work of the VCS in supporting residents through the CoLC. Ongoing work with organisations has increased the levels of collaboration and partnership within the advice system but also other VCS organisations responding to the material impacts of poverty in Hackney. Last year we conducted an open application process to ensure that we have a network of advice partners that can respond to the various needs of the communities of Hackney. The process resulted in funding to nineteen advice partners outlined in Appendix 2. Of these advice partners one was new to receiving a social welfare advice grant. To determine the level of funding to award the panel, focused on funding an advice system for Hackney, considered shortlisted advice partners' capacity, specialism and potential increases demand for support from particular Black and Global Majority communities or those affected by legislative changes

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		(e.g. No Recourse to Public Funds, Employment Rights). Following completion of the assessment process it was identified that although officers have recommended funding for an extensive advice offer there is a noticeable gap in provision in the north of Hackney. Some work has been undertaken to remedy this by embedding an advice worker in a health setting in the north of the borough in partnership with the Together Better initiative which includes immigration advice. Recognising the likelihood that serving specific cultural and religious residents/ communities in this area of the borough will not readily travel to funded provisions located elsewhere or due to unfamiliarity with particular advice partners, officers propose to continue to retain some funding from the advice budget specifically to explore possible options with organisations established in that locality. *Specialist Grants* Following the full review of Specialist Grants completed in 2017, another review was initiated last year in order to identify where investment should be focused in the future. A local Community Anchor organisation assisted the Council in this review. This not only ensured external challenge but drew upon the organisation's understanding of the local VCS as well as their learning from the different perspectives from working directly with communities, the providers of services and the investors in communities. The findings will help inform proposals in 2024/25 on the implementation of the grants review. As we continue through the 2024/25 Grants Programme to focus on CoLC, Specialist Grants are also being considered in this context. Through the relational ways that the Council's Grants Team work with partners they will be exploring on a case-by-case basis how each organisation is responding to the CoLC. These organisations have been funded at the current rate for a number of years, which effectively means that their grant has decreased in value quite significantly. Last year given the rising costs for VCS organisations a 10% inflationary uplift was applied.

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		DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED Given the budgetary pressures facing the Council the future of the VCS Grants Programme is regularly reviewed. However consideration has been given to the reductions in public spending through welfare cuts and reduced grants to local government which can lead to increased demands upon the VCS. The unique position of the VCS to respond to the needs of the most vulnerable and disadvantaged residents as well as its ability to deliver added value e.g. through inward investment and volunteering necessitates a grant programme that ensures that the sector can continue to thrive and build resilience to mitigate the impacts of the pandemic and in the face of further budget reductions. Whilst procurement resources the VCS, the investment through the Council's grants programme helps to maintain a thriving third sector and a wide range of suppliers. Funding the sector through grants ensures that it can identify new needs and new ideas and innovate and test new solutions. It enables added value activity that complements direct or procured service delivery and can fund open universal activity. The sector is also able to use grant funding to respond to specific challenges in regards to community cohesion by providing grassroots community based activity that builds cohesion and community action and the support that is needed by our most disadvantaged and vulnerable residents.
16	F S279 Gender and Ethnicity Pay Gap 2023	**RESOLVED:** **Cabinet and Council are invited to note the contents of this report.** REASONS FOR DECISION While our mean gender pay gap continues to grow in favour of women, we cannot become complacent as the difference could easily be reversed.

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		In May of this year (2023) Hackney increased its provision for supporting equality, diversity, and inclusion for the workforce by recruiting a designated Workforce Inclusion Officer, and further investment in recruiting a Head of Organisational Development, Strategic Workforce, and Inclusion. These additional resources will lead all equality, diversity, and inclusion initiatives aimed at supporting the workforce. We must also work hard to continue reducing the ethnicity pay gap. As pledged by Councillor Williams, "[Hackney Council] will continue to develop an Anti-Racism Action Plan, maintaining our stance as an anti-racist council and borough." As an organisation, Hackney continues to be more actively anti-racist, by inviting conversations about racism and providing specialist support for staff who have experienced racialised trauma. In late 2021, a 10-week pilot scheme provided peer support to workers in Hackney, listening to the voices of Black and Global Majority colleagues as they shared their day-to-day lived experiences of racism. As a result of this pilot, we launched racialised trauma peer support sessions, utilising the peer support model, to help alleviate some of the symptoms of racialised trauma. In 2023 we ran several peer support sessions specifically to support staff regarding the case of Child Q. We allocated 60 spaces, had 41 sign-ups, and 23 people attended. We also commissioned one-to-one counselling for 15 members of staff who requested support. We are now undertaking an evaluation of the feedback from these provisions and will use this to inform future services and support in this area.

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		In October 2023, the Council held its second Anti-Racism Summit, which was open across the whole Council for the first time. The Summit started with a live day-long event that welcomed 550 employees in person, with 2,700 employees joining live online and many more watching the recording. It was the most highly attended staff event in Council history, with a total equivalent to over half of our workforce in attendance either in person or online. After the initial launch event, each Council directorate delivered events that were designed for their areas but were open to all staff. In total, there were around 30 directorate-specific events. Evaluation of the events resulted in an average satisfaction rating of 4.5 out of 5. One of these specific events focused on the breakdown of Black and Global Majority staff across the different salary scale points, working in groups to identify problems and barriers, and collectively identifying ideas for action. The Summit closed on 21 November and following feedback and an evaluation of the programme, there will be a targeted focus on actions that we will all take to further the work of the council and continue to be actively anti-racist as employees and as an organisation. We understand the key role our line managers hold in building an inclusive culture, so in 2021, we launched an Inclusive Management Toolkit which is designed to support managers in considering all stages of an employee's journey, their own role as managers in supporting their staff, and how each of these roles can be made more inclusive. To ensure wide coverage of these inclusive principles and uptake of the toolkit, we also built a network of Inclusion Champions whom we trained in the principles of inclusive leadership. These champions take on a range of citizenship-style roles for the Council including becoming

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		trainers, providing support for inclusive projects, and working on cross-organisational policy development. Inclusion champions were involved in the recruitment of a number of senior directors and the Chief Executive. As pledged by Councillor Williams, "[Hackney Council] will continue reporting on and understanding the intersectional impact of pay gaps on [gender as well as] other protected characteristics". But to do this, we need to improve declaration rates (percentage of staff who declare their demographic details as opposed to those who choose 'Prefer not to say'). Therefore, over the next two years, we will work to improve organisational trust, creating a culture where employees are happy sharing their true selves with the Council, with the ultimate aim of encouraging staff to complete equalities information on their HR records so that we will be able to publish statistically significant disabled and intersectional pay gap figures by 2024/25. We would also like to work with the Pensions Team to explore publishing pensions specific gender and ethnicity pay gaps and build an action plan to address any inequality.
17	F S297 Hackney Light and Power Residential Solar PV Pilot	RESOLVED: **Cabinet is recommended to:** **1. Agree the proposed approach as set out in paragraphs 4.1 to 4.25 of this report for setting up Hackney's branded residential solar project to supply locally generated solar energy to residents in the Borough.** **2. Delegate authority to the Group Director of Finance in consultation with the Hackney Light and Power Delivery Board; and, with the Cabinet Member for Energy, Sustainability and Transport to:** • **proceed with plans set out in the Hackney Light and Power Residential**

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		Solar Business Case (Appendix 1) • **agree the final lists of sites and buildings to be included in the pilot** • **enter into contracts and create all other necessary or ancillary agreements with suppliers in accordance with the strategies set out in the report and relevant business case.** **3. Spend approval of up to £1.96m is requested of capital investment by the council to enable design, installation and operation of a solar powered system as outlined in this paper.** REASONS FOR DECISION The Council has declared a Climate emergency and set a target to achieve Net Zero emissions across its full range of functions by 2040. Against these objectives, a Climate Action Plan (CAP) has been produced, which recognises the decarbonisation of energy supply as a key delivery pathway for achieving the target. In line with the CAP strategy, the Council plans to install six megawatts of solar capacity on Council-owned housing estates by 2030. This equates to one megawatt per year starting in 2024. Deploying solar in excess of this target will make achieving other aspects of the strategy easier and align with Hackney's broader ambitions. Hackney Council's Mayoral 2022 to 2026 manifesto committed to developing a plan to expand solar panels across all Council estates. Part of the Council's strategy is to develop a plan to utilise solar on up to fifty per cent of the residential roof space owned by the Council. This would mean solar being installed on around 1,400 residential buildings. Hackney Council has also committed to establishing a municipal energy company focused on the deployment of solar PV and other renewable projects that will aid the Council's

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		decarbonisation ambitions and plans. The Residential Solar project sets a route in action to deliver on this manifesto commitment. This is subject to a future Cabinet decision. Government figures on fuel poverty estimated that 9,700 households in Hackney suffer from fuel poverty. Through the roll-out of supplying solar PV to residents at a reduced rate compared to options currently available on the market, the Council is in a stronger position to make strategic decisions to assist vulnerable residents. This will enable identified homes across the Borough to save on energy costs without families having to compromise on other essentials. Approximately 1MW of solar generation on the Council's Corporate sites have been delivered already, however it has been more challenging to develop the business case for selling Residential solar generation to residents, as the current regulatory environment means that the majority of electricity is sold to the grid. Whilst Hackney's approach to PV is not driven by profit, there is a need to be able to recover any investment and cover staff costs to deliver - therefore innovative approaches to delivering PV on residential blocks of flats require consideration. The relatively low uptake of energy generation within the Borough compared with consumption figures and the potential of using its existing assets for energy generation provide the Council with the opportunity to lead the way in encouraging a greater level of energy generation, which is generally low across London relative to other parts of the UK. The Residential Solar Pilot Project will be able to offer its customers better tariffs for renewable energy products from its own generation. Investment cases for rooftop solar rely heavily on the amount of generated solar electricity that can be used on-site. This is because the income that can be gained by exporting a unit of solar electricity to the grid, linked to the wholesale market price for electricity, is far lower than the income gained by using a unit of solar electricity on-site. Reducing the amount of electricity that must be imported from the grid is preferential as retail costs of electricity are much higher than the export price that can be achieved.

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		The Council has found the development of viable investment cases for its corporate sites to be relatively straightforward. The Council can fund the installation costs and directly receive energy bill savings from the use of the generated solar electricity on site, which pays (or at least contributes to) the cost of capital for the upfront costs. However, the Council has found achieving viable investment cases in residential blocks to be much harder. A mismatch in incentives between landlords and tenants - typically referred to as 'split incentives' has been a key barrier to the installation of solar PV on Hackney's residential properties where there are dual interests in a property (i.e. landlord-tenant and freeholder-leaseholder tenures). This issue is highlighted in both the Council's Net Zero Energy Strategy and Climate Action Plan. The Council also encounters a second challenge specific to solar and blocks of flats. Due to historical regulatory requirements, the traditional method for installing solar PV on flats has seen systems connected to the 'landlord supplies', feeding communal facilities like stairwell lighting and lifts. The outcomes achieved are poor. Residents receive no direct energy bill savings. The amount of solar used on site by the communal facilities is very small, delivering low value and non-financially viable investment returns. The consequence of this issue is evident in the outcomes of a desktop study completed for Hackney Council, by consultants Syzygy, in 2021 (provided as Appendix 4). This study set out to help Hackney identify opportunities for solar across its roof spaces. While the potential for 12 megawatts of new solar capacity was identified on residential blocks, the study failed to present a viable business case for investment. This is because the study focused on the traditional method for installing solar PV and found that just 14-29% of the generated solar electricity might be used by the communal facilities in the blocks, while the rest would be exported. Hackney Light and Power has set out to identify the chosen solution through exploration of the

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		current market and the best technological, economical, and regulatory approaches available. After extensive research and collaboration with external energy specialists, Emergent Energy's microgrid solution is proposed. A microgrid can be understood as a local electrical network that sits between the regulated distribution networks and customers' properties, to which some local generation is connected. A microgrid typically has a single point of connection to the 'grid' through which electricity is imported and exported. Using a microgrid, solar PV generated on a block of flats can be sold to the residents. The residents in the block who are customers of the microgrid are, from the perspective of the electricity industry, sub-metered, because they buy their electricity needs from the microgrid operator and not from a national electricity supplier. The solar PV generated can also be sold to the Housing Service (landlord supplies) to power the lifts and communal lighting. Emergent Energy has developed this method for enabling customers on private wires to switch, and advocated to Ofgem that this be introduced into the industry. Ofgem agreed that the solution was credible and awarded two 'Sandbox' trials to demonstrate the solution live in the market, after which, if it was shown to work, the solution would be introduced into the industry as a standard operating procedure. Emergent Energy have since demonstrated to Ofgem the technical validity of the solution and are now progressing through the process that will see the solution become a standard industry procedure. This process is expected to take 12 to 18 months. It is through this supply arrangement that we are able to solve the problems that the Council has traditionally faced in its approach to installing solar PV on residential properties. By selling the locally generated solar PV at a cheaper price than the residents can buy from the grid, the residents save money on their bills.

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		The added benefit is that the units of solar PV that are sold to residents effectively achieve the retail price of electricity (albeit discounted), which is higher than the wholesale price achieved when a system exports. In this way, we can generate more income for the solar system, such that the installation capital investment and interest is projected to be repaid from the project returns. The approach has been demonstrated via a series of pilot schemes with Gateshead, Brighton and Nottingham City Councils and there are currently nine such pilots operating, supplying c.210 customers. The pilot provides a scalable solution that can be rolled out across Hackney's housing portfolio, as well as across the wider Hackney Borough, and leads the way for other Councils and communities nationwide. The business case report is set out in full in Appendix 1 - Hackney Light and Power Residential Solar, which has been prepared by Emergent Energy in collaboration with Council officers through a working group set up to deliver the report. The report includes details of the proposed operating model and contract arrangements, resident offer and engagement plans, and extensive information on the delivery of the pilot. Provided as Appendix 6 is a proposed site list of identified buildings initially selected to be a part of the pilot. This has been developed in consultation with colleagues in Housing and the Resident Liaison Group (RLG) and relevant Tenant and Resident Associations (TRAs) have been updated. The indicative programme for delivering the pilot is provided as Appendix 2 - Hackney Light and Power Residential Solar Implementation Plan and is summarised in the table below

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		DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED As part of the LEA-funded business case development, an independent market assessment provided as Appendix 3 was commissioned to explore a number of options for the installation of solar PV on Hackney's housing estates. The other options explored by the Council which were subsequently rejected include: *Option 1 - Energy Local Clubs* This approach is delivered by a Community Interest Company that has designed a means for local people to benefit from local energy through Energy Local Clubs. This enables households to join together and use local, clean power when it is generated. A better price is agreed for local generators and residents reduce their bills. *Option 2 - Solar Sharing Microgrid* This approach involves sharing the benefits of solar panels with the residents. Instead of residents each having their own supplier, the landlord (or new group) would buy all of the electricity for the block and sell this, along with the solar energy, to residents as needed. *Option 3 - Peer-to-Peer Exchange* This approach involves a peer-to-peer energy exchange to increase the energy provision efficiency and divide the value between generators and consumers. The concept of peer-to-peer is also known as a shared economy, and it is typically implemented in a local grid system. Peer-to-peer energy trading typically involves a group of participants, including generators, and consumers. Peers buy or sell energy directly from each other without intermediating conventional energy suppliers.

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		Option 4 - Solar Microgrid This solar microgrid solution is able to supply residents and the landlord directly with energy produced from the solar PV on-site. The solution uses a Power Division Control System (PDCS). The function of a PDCS is to share a single source of energy generation to multiple, separately connected units, behind the meter, while conforming to all safety and network regulations. All of the above solutions offer financial benefits to residents, but none provide the option for a return on investment for the Council and were rejected on this basis.
18	CHE S292 Hackney Serious Violence Duty Strategy (SVDS) 2024- 2027	**RESOLVED:** **It is recommended that Hackney Cabinet approves the Hackney Serious Violence Duty Strategy 2024 to 2027.** REASONS FOR DECISION This is a statutory responsibility and the SVDS 2024 to 2027 will significantly support our Community Safety Partnership's response to reducing serious violence in Hackney. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED This is a statutory requirement and therefore an options analysis is not applicable.
19	CHE S285 Markets, Shop Fronts & Street Trading Strategy 2024-2029	**RESOLVED:** **This report recommends that Cabinet:**

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		1. Approves the final draft of the Market Strategy 2024-2029 and the recommendations contained within (as set out in Appendix 1) to be actioned and implemented. **2. Delegates Authority to the Director Environment and Climate Change (formerly Strategic Director Sustainability and Public Realm) to approve any add ons or amendments to the Market Strategy 2024-2029 following Cabinet approval.** REASONS FOR DECISION The last Markets Strategy (2017-2020) focused on the financial sustainability of individual markets by promoting and increasing awareness of all locations to grow and retain occupancy rates. The Strategy was approved with a budget of £1.4m to deliver actions that mainly focused on getting the markets to be self-sustainable, as the Service was running at a deficit for many years. The successful delivery of this Strategy saw the service achieve a break-even financial position consistently, but also saw the market portfolio and commercial opportunity grow exponentially, which contributed to driving local employment within Hackney. The final draft Markets Strategy for 2024-2029 was carefully curated through extensive surveys, engagement and research to identify the needs and aspirations of the community consisting of members of the public and Hackney market traders. The Strategy will concentrate on maintaining and developing what has been achieved by exploring new opportunities to increase the market and street trading locations, reviewing additional operating days, and introducing new licenses to encourage regeneration and local employment within the Borough. The Strategy will follow an Action Plan to ensure the Market Service takes specific measures to reduce the number of illegal trading activities by educating those who want to work and assisting them in obtaining the necessary licence(s), thereby encouraging all licenced businesses and traders to maximise their income opportunities. It will also support our traders

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		by providing them with necessary entrepreneurial skills training, mental health support and an opportunity to expand their business in different street trading locations/ types of markets. The Markets Service was able to use the approved budget to deliver the Markets Strategy 2017-2020 that made a major impact on local employment, but was unable to reach its full potential due to lack of resources and financial constraints. The new Strategy aims to exceed the proven achievements but to also secure the long term sustainability of the markets by supporting several of the mayor's manifesto commitments and by activating other locations within the borough for commercial use: We will develop a Hackney Nights Strategy to provide clarity to residents and businesses on our approach, including supporting growth while tackling antisocial behaviour and crime in partnership with the police. We will build community wealth and create opportunities where residents are the first to benefit as the local economy recovers and reopens - ensuring more of the jobs, opportunities, growth and money spent in Hackney stays in Hackney. We will ensure that goods and services are procured locally and sustainably, securing good jobs and opportunities for local people. We will also link this with our ambition to create green jobs for Hackney residents, and we will refresh the Council's Sustainable Procurement Strategy to include principles such as an end to Fire and Rehire, promotion of the London Living Wage, a focus on tackling climate change and enabling local people to access future net zero jobs. We will work to expand the Chatsworth Road street market. [We will] explore with local businesses and residents a new street market for Stoke Newington Church Street.

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		[We will] continue to explore and grow new smaller street trading areas around Hackney. We will ensure the street markets at Ridley Road, Hoxton Street and Broadway Market are supported, working alongside local high street businesses to keep our local economy alive and thriving. We will celebrate and promote all of our street markets so more of us shop at them, and ensure they remain London's most vibrant and popular destinations. We will celebrate and promote all of our street markets so more of us shop at them, and ensure they remain London's most vibrant and popular destinations. We will invest in the welfare and wellbeing of Hackney's market traders with quality trading and storage facilities, offering training and help to traders, and work to ensure trader associations are supported and resourced. We will bring forward a single council approach to enabling community regeneration in Hackney. Across the boroughs estates, neighbourhoods, high streets and town centres all will focus on delivering places that can support good growth that includes the new homes, workspaces, cultural and social spaces that a growing borough needs. An approach that will require all our public services to combine resources and focus on 'the quality of place' delivering quality public services - from social services to Streetscene, Planning to Finance, Street Markets to Housing Services and schools - all have their contribution to making a sustainable Hackney. The first draft of the Market Strategy went to consultation for a period of 6 weeks between 12th June 2023 and 23rd July 2023. Based on the feedback from the consultation, the Markets Service have made some amendments to the final draft of the strategy. The main points are

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		below. • Revision of the dates of the strategy - From 2023-28 to 2024-29 (pg 1) • Revision to content of the enforcement process in response to internal feedback (pg 18). • Revision to content of the trader onboarding process and amended recommendation to highlight the feedback form (pg 22) in response to: Majority of respondents stated that they agree with providing a welcome pack and feedback forms as part of trader onboarding process (pgs 38/39 draft). • Revision to content of street trading sites and market sites (pg 30) in response to: High number of respondents disagree with having street trading activities in Abney Park and Clissold Park (pgs 16-20 draft) and Additional feedback received from the public outside the consultation process where a number of objections have been received around issuance of licenses for any trading activities in/near the Morry Levy Memorial site on Yoakley Road (pgs 49-53 draft). • Revision to content of A boards (pgs 33) in response to: Over 50% of respondents are in agreement of having additional licences for Ice Cream vans, Night trading, A Boards and no fixed abode (pgs 42-44 draft). • Mention of “Mayor of London” included in sections associated with the Good Growth Fund in response to internal feedback (pgs 6,15). • Revision to content of “Paper-free” changed to “Virtual licences and digital processes” in response to internal feedback (pgs 39). • Appendix page added to provide the following key links in response to internal feedback (pg 40): Business and Planning Act 2020 The Highways Act 1980 London Local Authorities Act 1990 Part III of the Food Act 1984 • Relocation of tables to improve readability in response to internal feedback (pgs 41-42).

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		• Any errors in grammar and punctuation found were amended. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED Adopting no future strategy was considered but rejected due to the risks involved in sustaining the Borough's Markets and street trading activities - Please refer to Section 5.6 (Risk Assessment).
20	Schedule of Local Authority School Governor Appointments	**RESOLVED:** **Cabinet is recommended to approve the following nominations as set out below:**

Governing Body	Name	Date Effective
St Paul's with St Michael's C of E Primary School	Alex Doherty	22 January 2024
St Monica's Catholic Primary School	James Hill	22 January 2024
Jubilee Primary School	Max Lawton	22 January 2024