

Overview & Scrutiny

Skills, Economy and Growth Scrutiny Commission

All Members of the Skills, Economy and Growth Scrutiny Commission are requested to attend the meeting of the group to be held as follows

Wednesday 17 January 2024

7.00 pm

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

The press and public are welcome to join this meeting remotely via this link:

<https://youtube.com/live/DpnllyVyAwk>

Back up live stream link:

<https://youtube.com/live/rRXA3aPk5R8>

If you wish to attend please give notice and note the guidance below.

Contact:

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Dawn Carter-McDonald

Interim Chief Executive, London Borough of Hackney

Members: Cllr Polly Billington (Chair), Cllr Clare Potter (Vice-Chair), Cllr Gilbert Smyth, Cllr Jon Narcross, Cllr Fliss Premru, Cllr Jessica Webb, Cllr Joe Walker, Cllr Claudia Turbet-Delof, Cllr Penny Wrout and Cllr Guy Nicholson

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

- 1 Apologies for Absence**
- 2 Urgent Items / Order of Business**
- 3 Declarations of Interest**
- 4 Libraries Strategy and Restructure Update** (Pages 9 - 30)
- 5 Planning Policy, Net Zero and Existing Buildings** (Pages 31 - 166)
- 6 Minutes of Previous Meeting** (Pages 167 - 168)
- 7 Skills, Economy and Growth Scrutiny Commission Work Programme 2023/24** (Pages 169 - 180)

8 Any Other Business

Access and Information

Public Involvement and Recording

Public Attendance at the Town Hall for Meetings

Scrutiny meetings are held in public, rather than being public meetings. This means that whilst residents and press are welcome to attend, they can only ask questions at the discretion of the Chair. For further information relating to public access to information, please see Part 4 of the council's constitution, available at <https://hackney.gov.uk/council-business> or by contacting Governance Services (020 8356 3503)

Following the lifting of all Covid-19 restrictions by the Government and the Council updating its assessment of access to its buildings, the Town Hall is now open to the public and members of the public may attend meetings of the Council.

We recognise, however, that you may find it more convenient to observe the meeting via the live-stream facility, the link for which appears on the agenda front sheet.

We would ask that if you have either tested positive for Covid-19 or have any symptoms that you do not attend the meeting, but rather use the livestream facility. If this applies and you are attending the meeting to ask a question, make a deputation or present a petition then you may contact the Officer named at the beginning of the agenda and they will be able to make arrangements for the Chair of the meeting to ask the question, make the deputation or present the petition on your behalf.

The Council will continue to ensure that access to our meetings is in line with any Covid-19 restrictions that may be in force from time to time and also in line with public health advice. The latest general advice can be found here - <https://hackney.gov.uk/coronavirus-support>

Rights of Press and Public to Report on Meetings

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

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

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

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

The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting.

Disruptive behaviour may include moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

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

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

Providing oral commentary during a meeting is not permitted.

Advice to Members on Declaring Interests

Advice to Members on Declaring Interests

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

This note is intended to provide general guidance for Members on declaring interests. However, you may need to obtain specific advice on whether you have an interest in a particular matter. If you need advice, you can contact:

- Director of Legal, Democratic and Electoral Services
- the Legal Adviser to the Committee; or
- Governance Services.

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

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

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

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

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

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

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

- i. It relates to an external body that you have been appointed to as a Member or in

another capacity; or

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

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

i. Declare the existence and nature of the interest (in relation to the relevant agenda item) as soon as it becomes apparent to you.

ii. You may remain in the meeting, participate in any discussion or vote provided that contractual, financial, consent, permission or licence matters are not under consideration relating to the item in which you have an interest.

iii. If you have an interest in a contractual, financial, consent, permission, or licence matter under consideration, you must leave the meeting unless you have obtained a dispensation from the Monitoring Officer or Standards Committee. You cannot stay in the meeting whilst discussion of the item takes place, and you cannot vote on the matter. In addition, you must not seek to improperly influence the decision. Where members of the public are allowed to make representations, or to give evidence or answer questions about the matter you may, with the permission of the meeting, speak on a matter then leave the meeting. Once you have finished making your representation, you must leave the meeting whilst the matter is being discussed.

iv. If you have been granted dispensation, in accordance with the Council's dispensation procedure you may remain in the meeting. If dispensation has been granted it will stipulate the extent of your involvement, such as whether you can only be present to make representations, provide evidence or whether you are able to fully participate and vote on the matter in which you have a non-pecuniary interest.

Further Information

Advice can be obtained from Dawn Carter-McDonald, Director of Legal, Democratic and Electoral Services via email dawn.carter-mcdonald@hackney.gov.uk

Getting to the Town Hall

For a map of how to find the Town Hall, please visit the council's website <http://www.hackney.gov.uk/contact-us.htm> or contact the Overview and Scrutiny Officer using the details provided on the front cover of this agenda.

Accessibility

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall.

Induction loop facilities are available in the Assembly Halls and the Council Chamber. Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

Further Information about the Commission

If you would like any more information about the Scrutiny Commission, including the membership details, meeting dates and previous reviews, please visit the website or use this QR Code (accessible via phone or tablet 'app')

[Scrutiny Panel](#)



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Skills Economy and Growth Scrutiny Commission 17th January 2024 Item 4 – Library Strategy and Restructure Update	Item No 4
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Outline

Background

In [January 2023](#) the commission reviewed the new Libraries Strategy and the future of the libraries service. The Commission asked the service area to return 1 year on to report back on the implementation of the new Library Strategy and the new staffing structure.

Purpose

This item is to review the staffing restructure to assess if the concerns raised by the Unions about health and safety had come to the fore and to get an update on the implementation of the new library strategy.

Report in the agenda:

To support this discussion the following presentation and report were provided for background information.

- Presentation Libraries Strategy for Hackney 2022-2026
- Report on the implementation of the staffing restructure and the libraries service transformation.

Invited Attendees

London Borough of Hackney

- **Stephen Haynes**, Strategic Director, Economy, Regeneration and New Homes
- **Petra Roberts**, Assistant Director for Culture, Libraries and Heritage

Action

The Commission is asked to note the presentations and ask questions.

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Skills, Economy & Growth Scrutiny Commission Briefing: Hackney Library Service

Report on the implementation of the staffing restructure and the Libraries service transformation

04 January 2024

1. Introduction to the Libraries Transformation Programme

- 1.1 Following the discussion on 9th January 2023 about the *Future of Libraries and the implementation of Hackney Council's Library Strategy at the Skills, Economy & Growth Scrutiny Committee*. The Commission agreed to ask for an update 1 year on to review the implementation of the staffing restructure for library services in Hackney. This item has been **scheduled for discussion on 17th January 2024 at 7pm** in Hackney Town Hall.
- 1.2 The recommendations of the comprehensive Libraries Service review over 12 months with staff, residents and local stakeholders took place from April 2021 and set out a new Libraries Strategy that was approved by Cabinet in 2022. It was followed by a Libraries Transformation Programme which included the launch of the workforce restructure in the autumn of 2022. The Libraries Transformation Programme involved a restructure of management staff and frontline services within Libraries which has achieved the proposed savings from the Libraries service budget as part of the Council's Budget Strategy in 2023/24, and allowed for investment in the leadership and development of the service.
- 1.3 Alongside the need to modernise the service to meet the changing needs of residents, and the Council, the library service needed to make a contribution to the Council's financial challenge, and was given an annual savings target of £300,000 by 2023/24 which was met through the staffing restructure reducing the revenue budget in the service.
- 1.4 The wholesale service change that will be needed to deliver savings alongside service transformation within libraries has been achieved through a new structure that promotes strong leadership at every level of the workforce and offers a structure with higher paid staff roles, better skills training and progression routes, more evenly distributed responsibility, and shared management across the libraries sites.

2. Update on the Staffing restructure of the Libraries Service

2.1 Consultation

The Delegated Powers Report for the Libraries workforce restructure was launched by the former Strategic Director for Engagement, Culture and Organisational Development in September 2022. Proposals were put forward for consultation on a revised structure for the Library Service on 5 September 2022. These proposals were subject to 90 days consultation, in line with the organisational change process, plus an additional 7 days following requests from union colleagues for additional time for staff to view risk assessments.

The consultation process engaged extensively with library service staff over the 97 days which included the following actions:

- Consultation was launched with a Delegated Powers Report (DPR) sent out to all affected library service staff on Monday 05 September 2022. Consultation was due to end on 25th November 2022 but was subsequently extended to 2 December 2022.
- Strategic Director held an in person/virtual staff briefing for all staff on Wed 7th September, 9am - 12pm, in the Atrium of Hackney Town Hall attended by 60+ staff members and Trade Union regional representatives. Time was made available for a union meeting afterwards.
- Consultation process - a 1:1 individual consultation meeting was offered to every member of staff, most of whom took the opportunity.
- Redundancy Estimates were sent out on Monday 12 September 2022 saying that requests for voluntary redundancy should be made to the Strategic Director, Engagement, Culture and OD by the end of the formal consultation period.
- Trade Union Stewards were updated in fortnightly meetings by managers in hybrid meetings at the Town Hall and online and answers to any questions were provided. Additional information on minimum staffing numbers was provided as were health and safety risk assessments.
- Frequently Asked Questions were regularly updated and circulated on a regular basis to all staff. These contain the main points raised by employees during consultation. Employees were also responded to individually with regards to any personal issues they raised.
- Facilities time was doubled for all union representatives to support members in the library service; managers facilitated the closure of libraries for a morning to support a Trade Unions meeting with all staff re the Libraries Change Programme.

- Staff could also make use of Hackney Council's Employee Assistance Programme which provides counselling and advice to all our employees, including financial advice
- A staff working group made up of volunteers from across the service was convened to help co-design the recruitment process for new roles, with the help of an independent Equality, Diversity and Inclusion consultant.
- Discussion groups were held with Library staff and managers from across the service. The Strategic Director issued regular updates to employees on progress with the restructure.

There were a number of issues raised by staff throughout the consultation period, mostly relating to changes to working practices, and asking questions about the HR and recruitment processes. These questions were compiled into an FAQ document and shared and discussed with staff at focus group meetings and one to one sessions.

Staff were given draft timetables and risk assessment documents for each site. The minimum staffing numbers for risk assessment purposes have not changed in the new proposals. The only difference is that security guards have been explicitly included in the new minimum numbers. It is not the intention that libraries will operate at minimum levels at all times, minimum staffing is for H&S purposes, delivering programmes and events may require more staff at key times. Library managers work with the Engagement & Development team to plan ahead.

Some staff raised questions about how work would be covered where roles were being combined (eg Stock and Performance) and assurances were given that this has been taken into account, using benchmarking with other authorities working like this, taking into account enhanced leadership in the service and grades of roles.

2.2 Fit for the Future workforce structure

The new workforce structure was launched on 01 April 2023 and focuses on new skills, training and progression and instilling leadership at every level across the service. This includes the internal appointments of three Area Library Managers (ALMs) as well as three Customer Service Managers (CSMs) overseeing all seven library sites.

There has been a reduction in library managers, from eight FTE Duty Library Managers to six FTE ALMs and CSMs. The new area-focused management structure is common practice and had been consulted on during the comprehensive service review and included benchmarking with 10 London local authorities.

Instead of one manager for each branch, with two at Dalston, there are now two managers per library cluster, one ALM and one CSM. The opening hours of the service have not changed and a manager was not on site at each branch for all of the opening hours in the previous structure, and it is not the case with the new structure. For all of the opening hours one manager is assigned as the manager in charge (MIC). The MIC is on call for all frontline staff at sites where a manager is not present. This system is carried over from the previous structure. Sunday working is now mandatory for all LOs, ALMs and CSMs and so there is generally a manager on site at one of the open branches. Previously, there was not a manager on site on Sundays.

The frontline roles have been upgraded from scale four Library Assistants and scale five Library Supervisors to scale six Libraries Officer roles (LO). With the upgrade comes additional responsibility and autonomy for the LOs to take charge of situations and increase their skills working as a team. There is always a manager in the service to advise and support where necessary.

Since the restructure, the Relief Assistants (RAs) and Weekend Customer Service Assistants (WCSAs) have been upgraded from scale 3 to scale 4. Senior managers made this commitment during the consultation period. These roles now have similar responsibilities to the Library Assistants in the previous structure.

All frontline contracts state that LOs, WCSAs, RAs, ALMs and CSMs are expected to work across the service in order to ensure the libraries adhere to their advertised opening hours and to minimum staffing. Frontline staff are assigned a library as their main branch and an additional branch for their Sunday hours if necessary. ALMs and CSMs work across the libraries in their cluster. All staff are expected to cover branches other than their home branch to meet service needs. Where possible this is planned ahead, but sometimes circumstances dictate that staff may need to travel to another site on the day. This practice was in place before the restructure and has been continued successfully.

Sunday working for ALMs, CSMs and LOs has been introduced as part of their contracted hours. The commitment is for a full-time staff member to work one in seven Sundays, in practice this has been one in eight Sundays and approximately four Sundays per year for staff working an 18 hour week.

The new Engagement & Development Team is now in place bringing expertise and new skills to support the transformation of our library service, increase footfall into our libraries and expand outreach into our communities. Within the team we have new posts leading on Marketing and Events, ICT and Digital Transformation,

Volunteering, Cultural Education, Lifelong Learning, Stock, Performance and Reader Development and the development of our award winning Community Library Service.

Successful candidates in these posts have been drawn from the existing library workforce and bring with them a deep understanding of Hackney's communities, a passion for working face to face with residents and excellent and trusted relationships with operational managers and officers. However, we have also recruited candidates from the wider Council who are bringing fresh ideas, wider cultural sector and community engagement experience and a more strategic approach to fundraising, workforce development, co-location, commissioning and our work with strategic internal and external partners.

2.3 Staffing numbers and health and safety provision

The Council has retained the existing library opening hours across all eight library sites and there is no change or reduction to the service for residents.

The vast majority of library staff that applied for jobs in the new structure were successful and have secured better paid roles, while we also launched an external recruitment campaign to recruit locally and fill the remainder of new jobs in the service.

We have managed to fill almost all of the management and development roles from within the service. We also have a high level of success with staff who went for the Sc 6 library officer jobs, with almost everyone being successful. And on top of that, due to colleagues choosing to take Voluntary Redundancy, we have vacancies in the service, which we have filled through the recruitment campaign aimed at local residents across Hackney. The recruitment was completed in November 2023.

The overall restructure has seen 75 FTEs reduced to 57 FTE as agreed in the Final DPR report. 51.5 FTE Library Supervisor, Library Assistant and Weekend Supervisor posts have been deleted and 34 FTE Libraries Officer posts created in the new structure.

The Libraries service retained the offer for flexible working. All staff applying for posts in the restructure had the option to continue to work part-time. Flexible working requests were considered for staff who had caring duties for example which prevented them from working weekends or evenings.

Minimum staffing requirements remain the same as before the restructure. The security guard is now explicitly included in those numbers. The number of staff at each library is monitored as before on the current daily staffing sheet. The manager in charge on the day is responsible for ensuring minimum staffing is adhered to across the sites and will direct staff to move to a different site if necessary. Relief

Assistants can be booked in advance where a shortfall is acknowledged or they can be booked on the day due to an unexpected absence. If, despite these actions any of the branches falls below the minimum staffing the Libraries, Venues and Events Manager can make the decision to close the branch.

Voluntary redundancy (VR)

Everyone who applied for voluntary redundancy was granted it. This translates to 39 people (1 person took VR from two posts) and 26.75 full-time equivalent who left the service under VR.

Compulsory redundancy

There are a total of 9 compulsory redundancies - equivalent to 5.7 FTEs - across the Libraries Services where candidates were either not successful in obtaining their job role of choice or elected to take redundancy and withdrew from the process after the VR window had closed. Compulsory redundancies minus those who elected to take compulsory redundancy 6 people equivalent to 3.9 FTE. A small number of individuals who applied internally for those roles were not successful. Some candidates chose not to apply for other roles that were open to them in the new structure. They were offered Council support to try and find new opportunities either through redeployment or outside the Council.

Promotions and upgraded posts

33 people have benefitted by gaining a promotion or having their current post upgraded. We have upgraded Weekend Customer Service Assistant and Relief Assistant posts from scale three to scale four, which means in practical terms they can deliver events and story times.

2.4 Review of service provision

The Council has a statutory duty to provide a comprehensive and efficient public libraries service to all its residents. The Council's current network of libraries operates from 8 sites including 7 fully staffed sites and one volunteer-run small library at Woodberry Down. This means that the vast majority of Hackney residents live within 1 mile of their nearest library.

This restructure has allowed the Council to maintain its full network of libraries, as well as its current opening hours, which are amongst the most extensive in London. It also ensures further investment in community engagement, outreach, and service development, which will allow for the libraries to provide better services and information for those residents who need them most.

The service is currently reviewing the Equality Impact Assessment post-restructure with completion by March 2024.

Service managers are developing new standards for delivery and robust processes for monitoring performance. This includes a first Annual Report on the Libraries Strategy which will be published by April 2024.

2.5 Monitoring provision for residents

The Our Libraries public consultation found that Hackney's libraries are very well used by council tenants and leaseholders and older people, and they are highly valued by young people for study space, many of whom live in overcrowded accommodation. Pre-pandemic user data showed that Black and Global Majority residents and other ethnically diverse residents use the library. At Stamford Hill Library, 75-80% of users are from the Charedi Orthodox Jewish community, a group which the Council often does not engage effectively with through other means. We also know that many residents rely on libraries for digital access, something that was exacerbated by the pandemic, as more public services have been moved online and face to face interactions have decreased.

If not carefully managed, reducing the number of staff across the service could have a negative impact on those residents most in need, as staff may have less time to spend with residents who need assistance with ICT and information. This risk is most acute, if the past workforce structure and ways of working are maintained. However, new ways of working, coupled with a strengthened engagement and outreach function within Culture, Libraries, and Heritage, and potential co-location of services such as debt advice, housing surgeries, and public health outreach, as part of the Libraries Strategy implementation, will ensure that the needs of vulnerable residents can be met and that service access through libraries is enhanced.

2.6 Peer challenge for libraries

The Assistant Director for Culture, Libraries and Heritage has successfully applied for a fully-funded library peer challenge for Hackney Library service to help inform strategic activity and provide an external view on the new workforce structure and the delivery of the new Libraries Strategy. The programme is led by the Local Government Association and Arts Council England and it is envisaged that a peer challenge will take place in the summer/autumn of 2024 once funding is released in the Spring. Draft questions that the service aims to pose are:

- What are the strengths and challenges? Are we making sufficient progress towards the delivery of the Libraries Strategy objectives and delivering on our ambitions for the service?
- Is our Libraries workforce strategy working, 10-12 months post restructure?
- Do we have the right staffing and skills, and a sufficiently motivated and engaged workforce to deliver a sustainable service for our communities?

3. Update on the the delivery of the new Libraries Strategy

3.1 The new Libraries Strategy directly responds to the engagement with 8,500 residents, a Task and Finish Group of elected members, extensive consultation with library staff and strategic conversations with relevant cross-Council departments. Results of the consultation and the strategy can be found here: <https://hackney.gov.uk/libraries>.

The outcomes of the new strategy for residents include:

- To increase reading and literacy.
- To enable cultural and creative enrichment.
- To support the Council's corporate priorities.
- To enable greater prosperity and thriving communities.
- To improve digital access and literacy.
- To help everyone achieve their full potential.
- To support stronger and more resilient communities.
- To encourage healthier and happier lives.

Residents that use the libraries, and those that have not used the service, have told us that in the future they would like to use the library spaces more in a hybrid manner, in particular for cultural and community hub activities, digital and lifelong learning, and places that include the community in co-producing what it can offer.

Since the start of implementing the new structure in 2023, the Library service has made the following achievements towards the delivery of the new Libraries Strategy:

3.2 Training & Workforce Development

- Held 4 All-staff Training and Development Days (rated 'excellent' or 'very good' by 82% of Library Officers and Managers and 91% saying they were 'very likely' to use the knowledge, skills and experiences gained')
- Digital staff training programme for staff developed and implemented
- All staff training in: Storytelling training, Visual Awareness and Assistive Technology with RNIB, Anti Racism, Incident management, Libraries strategy outcomes
- 10 new volunteers trained to support our Volunteer run library and Community Library Service

- Newsletters - 33 weekly newsletters sent out, led by Engagement & Development Team, with input from managers and officers

3.3 Capital Programme

- £810,000 Levelling Up Funding raised for Hackney Central Library Refurbishment Programme
- £4.5m secured Council investment to start with the delivery of the capital repair works at Stoke Newington Library
- £500K funding bid submitted to Arts Council England's Libraries Improvement Fund to refurbish the library, restore the reading room and open back up to the public and create a music hub at STN Library (Decision in March 2024)
- £275K in capital funds secured to repair the roof, install a lift and create a new community garden at STH
- £80k digital investment into the ICT infrastructure in Libraries
- 200+ residents, stakeholders and staff engaged in consultations to shape Hackney Central and Stoke Newington Library design drafts

3.4 Systems and Processes

- New Internal Comms Policy, Stock Policy, Marketing Policy, Digital Transformation Strategy and Volunteer Policy being developed (first draft March 2024)
- Digitised Community Library Service - transferring hard copies of customer's details to Drive folders. Plans to use iPads on the route.
- New annual reporting framework across the division
- Review of safeguarding and work experience across the service
- Partnership agreement forms, room agreements, free room booking criteria developed
- Evaluation processes reviewed and improved; new systems in place to gather data centrally
- New Google spaces for each library, improving internal comms

3.5 Access and Inclusion

- RNIB partnered with us to deliver improved facilities for visually impaired people across all our libraries and inclusive and accessible tech hubs at our two largest libraries, Hackney Central and Dalston.

- Access audits of Hackney Central and Stoke Newington libraries by RNIB and Scope Youth Community Collective
- Accessible lift to be installed at Stamford Hill Library

3.6 Digital Inclusion and digital transformation

- Golden Bytes Pilot engaging 15 older people in 8 sessions to train them in basic digital literacy skills
- Access audits of our digital infrastructure
- Established a new assistive tech working group for libraries
- 10 x new loan I pads for CLS housebound customers so they can access e-resources, audio books and e-newspapers
- New hardware including Visitor counters, 100 PCs, scanners, printers and Digital notice boards installed

3.7 Health and wellbeing

- New partnerships: John Howard Forensic Mental Health has been provided with free space and support from the E&D Team at Homerton Library to test and trial a Community Theatre Group with patients due for release from the Centre.
- Renewed partnerships: Newcomb Library at Homerton Hospital, Adult Social Care and new Community Library Service partnerships
- Social prescribing sessions with Public Health partners at Shoreditch, Stamford Hill and Dalston, Stop-Smoking drop-ins with Smokefree City & Hackney, Homerton Library, Five-to-Thrive pop-ups with Mind at Dalston, Hackney Central and Clapton, sexual health testing with Positive East at Hackney Central and Dalston
- Homerton Hospital includes information about Community Library Service (CLS) in the information packs given to patients and regular CLS visits have restarted to the hospital.

3.8 Marketing and Campaigns

- New instagram
- New newsletter
- New reading lists
- New LibrariansRecommend

3.9 Literacy and Learning

- New Reading Champions (primary) and Reading Ambassadors programmes launched with Hackney Education. 19 primary schools and 7 secondary schools engaged and supported by libraries.
- Chatterbooks continues at Dalston CLR James Library and relaunching at Homerton Library
- Partnership with Early Interaction speech and language development project in Hackney Downs neighbourhood
- Reading lists developed and shared on agreed monthly themes

3.10 Culture and Creativity

- New 'In Conversation with....' author events programme with a focus on diversity and inclusion
- Exhibitions: Referees of Hackney Marshes exhibition in collaboration with Sports development at Homerton Library, Eastside Community Heritage at Shoreditch Library, Tuesdays at the Curve Garden older people's exhibition at Dalston Library, Caribbean Elders exhibition at Hackney Central Library, Primary Schools Summer Art Exhibition of 8 school's artwork at Hackney Central Library and Dalston Library
- Internal creative partnership programmes: shared LGBTQIA+ Month and Black History Season programmes with culture, workforce development with archives, programming across the division,

3.11 Partnerships - Joining up what we do for efficiency and impact

- New working groups across the division; marketing and social media; events, programming and engagement; access, inclusion and assistive tech; digital transformation group (with ICT Team), stock diversity
- Partnering with the Housing Team to provide Housing Surgeries at all Libraries
- Partnership with Adult Learning Service hosting regular sessions for residents across libraries in ESOL, basic skills, digital and other training
- Partnering with the council's Consultation and Engagement Team to host consultation exhibitions, surveys and focus groups at key libraries to reach and hear from people on LTNs, Children's Centres, Climate Action Plan and other key council decisions
- Partnership with the British Library, Employment Team and Economic Development Team to provide business advice sessions in libraries for SMEs and start-ups

- Partnering with the Policy Team Sport England-funded King's Park Moving Together project to host physical activity sessions at Homerton library for residents who are currently inactive

Libraries Strategy for Hackney

2022-26

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Introduction to the Libraries Transformation Programme

- Libraries Service Review in 2021-22 - comprehensive 12 month review of the service
- Libraries Strategy in October 2022 - a co-designed vision with 8,500 residents, staff, businesses and community groups
- Launch of the workforce restructure in the autumn of 2022
- Wholesale service change to deliver budget savings alongside modernising and improving the service to make libraries more sustainable in the future
- Completion of recruitment November 2023

Workforce restructure update

- Consultation on staffing changes - a co-designed vision with library staff
- Fit for the Future Workforce - new structure and development plan to ensure that jobs are relevant to the role of libraries now and in the future and that they provide continuing professional development opportunities
- Higher paid roles, more training, skills development, progression routes and autonomy for frontline staff
- Internal recruitment 97% successful, 24% reduction in overall staff, 36% of staff taking voluntary redundancy, manager and development roles filled internally for promotions
- Service provision - provide a core library offer that will retain a high level of quality and accessibility to all residents and empower those with the greatest needs

Service review plans

- Current review of service transformation and equalities impact assessment
- Develop new standards for delivery and robust processes for monitoring performance
- Establish a first annual report on the Libraries Strategy at the end of March 2024
- Strengthen relationship between trade unions and decision makers
- Successfully bid for funding for an LGA Peer challenge for libraries with the Local Government Association and Arts Council England to support an external review



Effectiveness and financial sustainability

Examples: Diversify income and review expenditure

Fit for the future workforce

Examples: Progression, new skills training, rewards, leadership



Inclusive, flexible and innovative library spaces and infrastructure

Examples: Extended opening hours for study, capital improvements, meeting rooms for hire

What does success for the Hackney Library Service look like?

Strong network and effective partnerships

Examples: Adult Education, IAG/Advice services, Warm Spaces, Arts and cultural partners

Clear communication and targeted marketing

Examples: Digital signage, new branding and targeted communications

Digital transformation/ digital inclusion

Examples: ICT pilot, Assistive Tech, Training for residents and staff



Tackling key inequalities - Environmental sustainability - Monitoring our progress



Progress made on the delivery of the new Libraries Strategy

- Raised £1.1m for Libraries in capital funds for improvements, in addition to £4.5m Council investment into Stoke Newington Library repair works
- Set up training, systems and processes for safeguarding, contracting, policies and evaluation
- Carried out access audits and implementing lifts and assistive technology
- Digital transformation and inclusion - new ICT core infrastructure including new PCs, tablets, digital notice boards and visitor counters
- Health and Wellbeing: new partnerships with Homerton Hospital and CLS, Social Prescribing, John Howard Forensic Mental Health group, Public Health drop ins for Five-to-thrive, Stop-Smoking and Sexual Health Testing

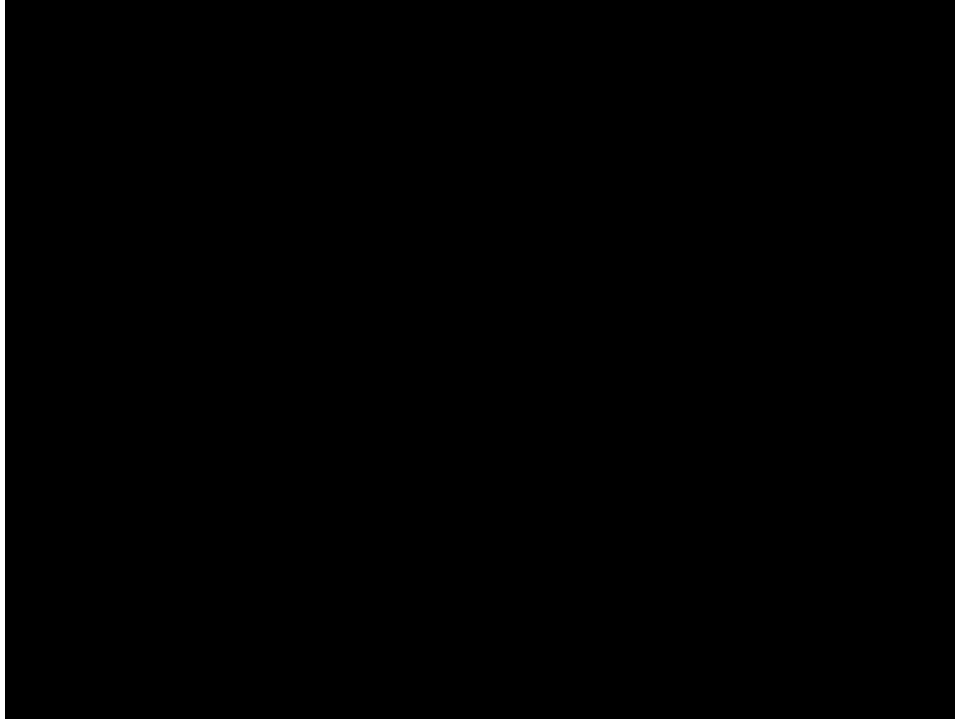
Progress made on the delivery of the new Libraries Strategy

- Marketing and Campaigns - introduced new social media platforms, public newsletter, reading lists and New 'Librarians Recommend' campaigns
- Literacy and Learning - Young People consultation, new Reading Champions and Reading Ambassadors launched with Hackney Education, Chatterbooks, Partnership with Early Interaction speech
- Culture and Creativity - increased delivery of events by 80%, arts exhibitions, Black History Season, LGBT Month, Hanukkah, Islamophobia Awareness Week, new 'In Conversation with Authors' programme
- Partnerships - new working groups across the division, bi-weekly Housing Surgeries, Adult Education classes, Consultation & Engagement Team events, King's Park Moving Together partnership, Digital Inclusion Project with ICT Team

Digital Inclusion in Libraries - Feedback from the Golden Bytes Pilot Project

Hackney Libraries Service in partnership with the Council's ICT Team and
Hackney Pensioners Convention, December 2023

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Link for the Video
https://drive.google.com/file/d/1aLpnd0N_uoPoYTfIFb_qb_6v3PReGcS/view?ts=65857c22



<p>Skills Economy and Growth Scrutiny Commission</p> <p>17th January 2024</p> <p>Item 5 – Planning Policy, Net Zero and Existing Buildings</p>	<p>Item No</p> <p>5</p>
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Outline

Background

Low carbon and zero carbon requirements in the built environment are of increasing importance in a planning context. The scrutiny commission decided to review how the Hackney Council can and will use its borough planning powers to nudge retrofitting for existing and heritage buildings owned by the council and private landlords.

This item will explore what is possible for heritage buildings and conservation areas by hearing from other councils and industry experts; about planning powers and how they can be used to help make commercial and heritage buildings more energy efficient to support a Borough's climate action plan.

Purpose

The purpose of this item is to explore if Hackney's planning policy will support the Executive to achieve their manifesto commitment to climate change, in relation to retrofitting existing buildings. We asked our guest to provide the following information.

1. Westminster City Council will provide information about the work of the retrofit task group, use of planning legislation, partnerships and innovative approaches being trailed through the task group.
2. LBH will provide information about the council's lead work with London Councils action plan for the Low Carbon Development workstream, Hackney's built environment, use of planning powers, the changes they need to do more and how Hackney is integrating with wider regional and partnership work.
3. Lynch Architects will provide information about a local project in Hackney with an overview of the project proposals, scope and their experience of the local planning process.
4. Historic England provided information about the role of heritage to support climate change, Historic England's emerging climate change guidance & advice on retrofitting historic buildings.

Report in the agenda:

To support this discussion the following presentation and reports were provided for background information and presentation at the meeting.

- Presentation from Westminster City Council
- Presentation from London Borough of Hackney
- Presentation from Lynch Architects
- Presentation (written submission) from Historic England.

Invited Attendees

Westminster City Council

- **Lauren Shevills**, Lead Retrofit Innovation and Delivery Officer

Lynch Architects Ltd

- **Rachel Elliott** RIBA, Associate Director

London Borough of Hackney

- **Councillor Guy Nicholson**, Deputy Mayor and Cabinet Member for Delivery, Inclusive Economy & Regeneration
- **Natalie Broughton**, Assistant Director Planning & Building Control
- **Adam Dyer**, Principal Conservation and Design Officer

Action

The Commission is asked to note the presentations and ask questions.

WRT

Westminster Retrofit Taskforce

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Innovate
UK



City of Westminster

WRT
Westminster
Retrofit
Taskforce

WRT

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Westminster Retrofit Taskforce

Hackney Scrutiny Committee January 17th 2024

AGENDA

1. Westminster Retrofit Taskforce Overview
2. Investment & Funding of the Taskforce
3. Workstream Overview
4. Innovation in Planning Legislation
5. Partnership Pilot Projects

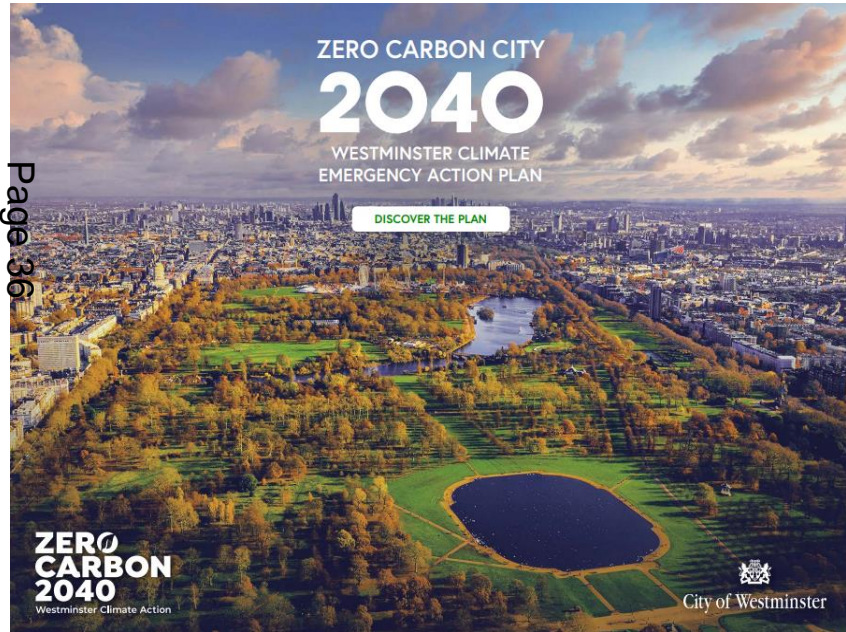
1. Westminster Retrofit Taskforce Overview

What is the Taskforce?



1. Westminster Retrofit Taskforce Overview

What is the Taskforce?



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Efficient Buildings

Priority: Improve building efficiency and deliver energy cost savings

Goal 1: Maximise the retrofitting of buildings to cut their energy demand.

Goal 2: New developments achieve best practice standards to minimise their whole life carbon and air quality impact.

Goal 3: Residents and businesses reduce their energy use and save money.

Goal 4: Organisations take clear and ambitious action to reduce the carbon emissions associated with their buildings and activities.

Clean and Affordable Energy

Priority: Increase availability, affordability and use of low and zero carbon energy

Goal 1: Harness opportunities for the local generation and distribution of renewable energy.

Goal 2: Empower homeowners, tenants, and landlords to use energy from low and zero carbon sources.

Reduced Consumption and Waste

Priority: Reduce waste, increase recycling, and promote sustainable consumption

Goal 1: Adopt sustainable purchasing practices and products.

Goal 2: Drive reductions in waste and a step change in rates of recycling.

Goal 3: Fully embed resource efficiency and the re-use of materials as part of a thriving low carbon circular economy. Enhance the low carbon economy and expand local green skills and jobs

Sustainable Travel and Transport

Priority: Cut transport-based sources of emissions and air pollution

Goal 1: Cut vehicle trips and increase sustainable and active travel.

Goal 2: Accelerate the transition to electric vehicles across Westminster.

Goal 3: Freight and deliveries are consolidated and streamlined to reduce on-road emissions.

Goal 4: Reduce Westminster's contribution to travel emissions outside of the city.

Green and Resilient City

Priority: Enhance the natural environment and ensure the city is resilient to climate change impacts

Goal 1: Protect and enhance Westminster's green space.

Goal 2: Safeguard Westminster from the impacts of climate change.

1. Westminster Retrofit Taskforce Overview

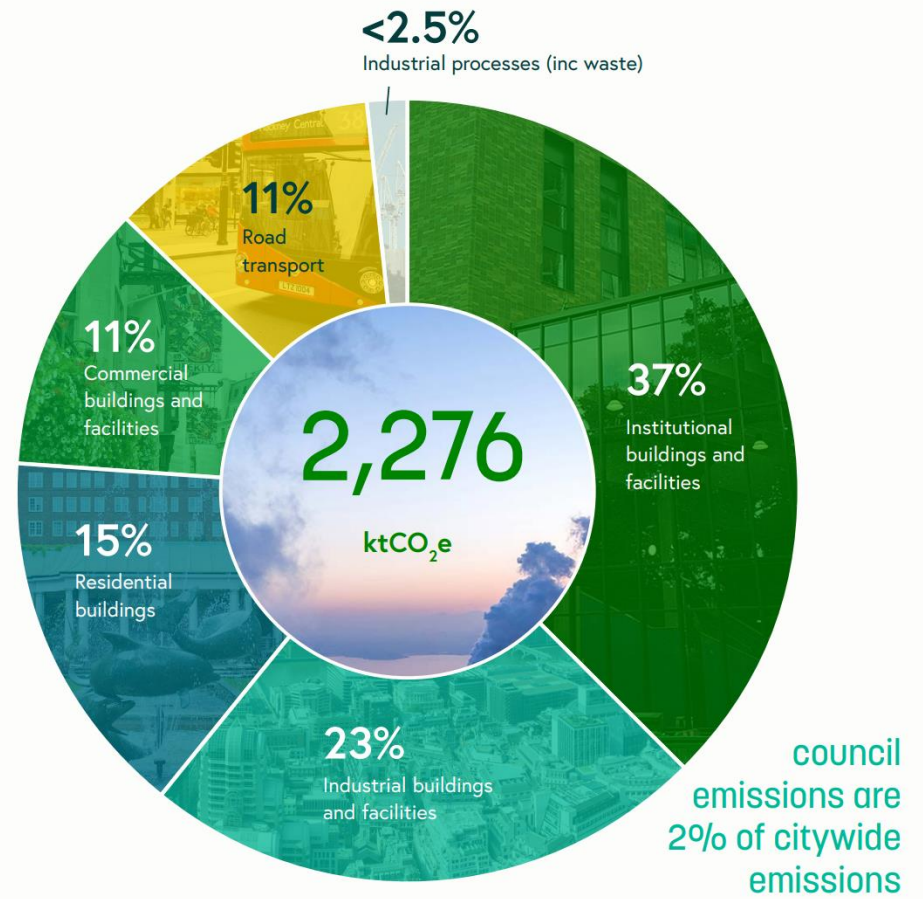
What is the Taskforce?

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Citywide emissions

The City of Westminster has some of the highest carbon emissions by local authority area in the UK, producing over two million tonnes in 2017.

This is largely a reflection of its densely built environment, with 86% of Westminster's emissions produced from the energy used in our homes, hospitals, shops, offices, hotels and other buildings.



1. Westminster Retrofit Taskforce Overview

What is the Taskforce?

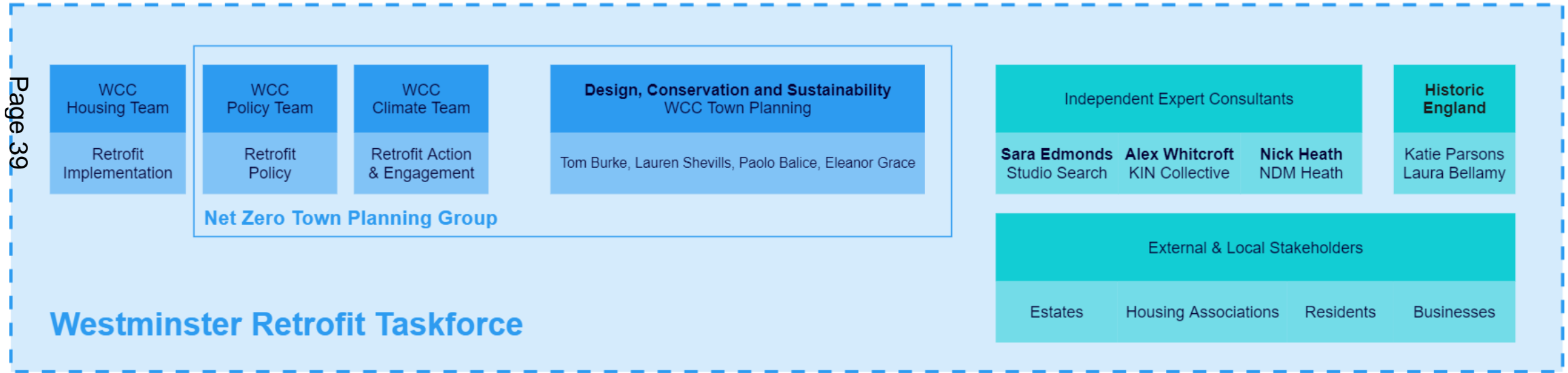


1. Westminster Retrofit Taskforce Overview



What is the Taskforce?

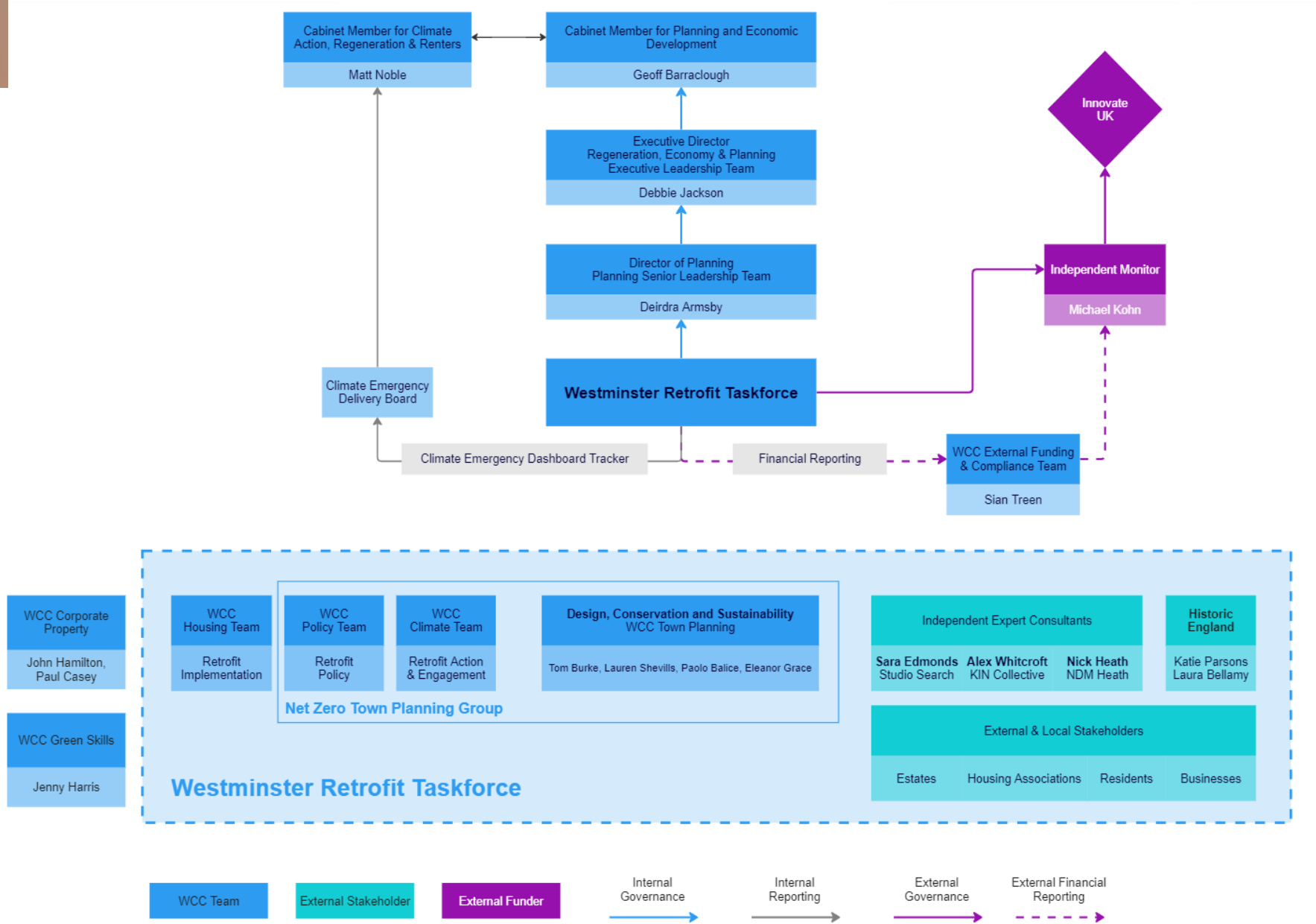
Who's on the Taskforce?



1. Westminster Retrofit Taskforce Overview

Governance Structure Westminster City Council

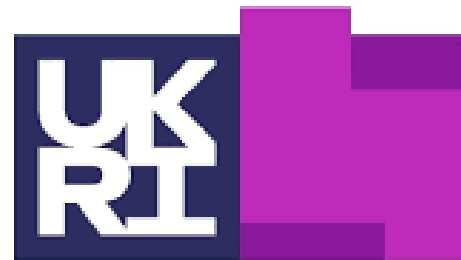
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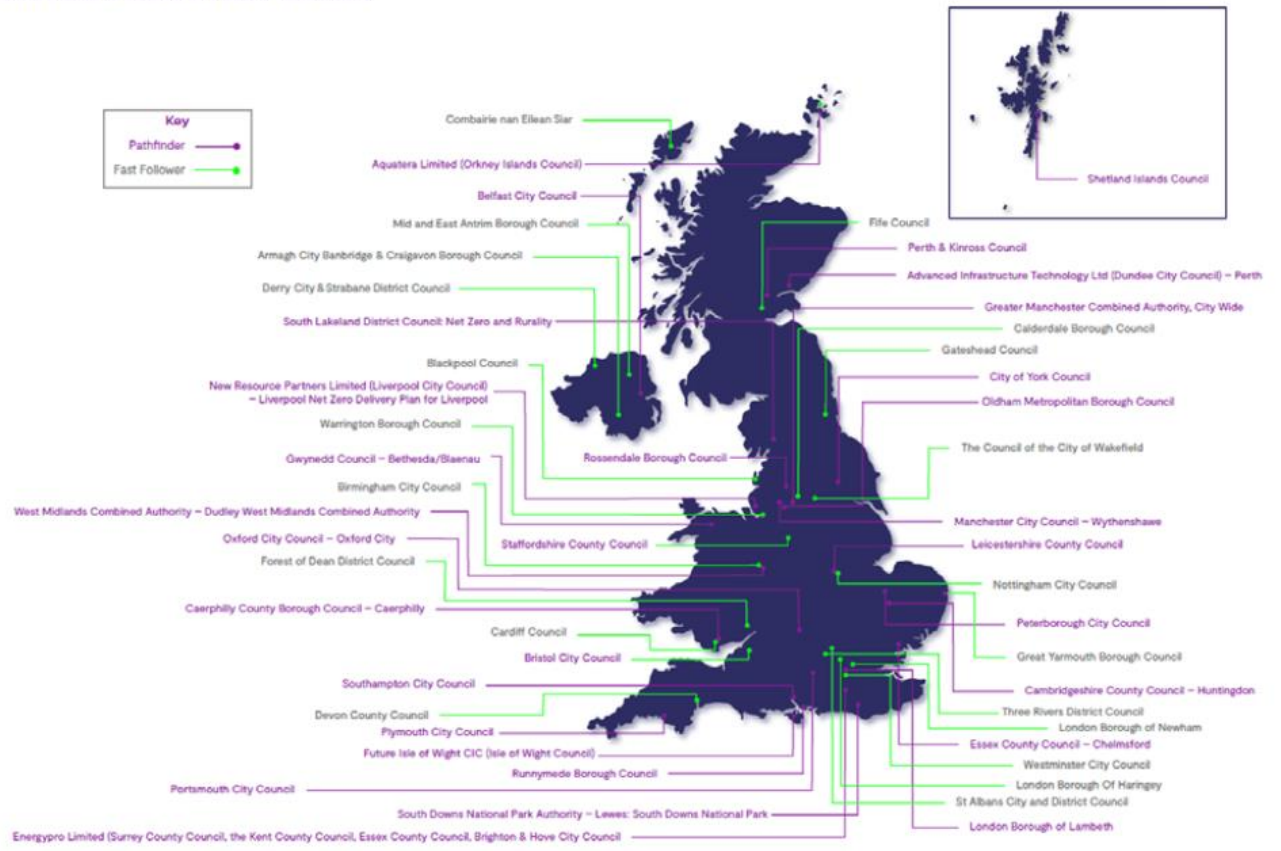
2. Investment & Funding of the Taskforce

Funding Bid Innovate UK Future Ready

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Pathfinder Places & Fast Followers



FUTURE READY → COHORT WELCOME PACK

Net Zero Living: Fast Followers

2. Investment & Funding of the Taskforce

Funding Bid Innovate UK Future Ready

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Selected research category
Feasibility studies

Project summary

Project summary
The vast majority (86%) of Westminster's emissions are from residential buildings. Reducing these emissions to reach net zero requires a unique combination of the following:

- **Policy and regulation** – 11,000 council-owned properties (covering 78% of the city. This includes council houses and council flats) and limits how retrofit can be delivered.
- **Practice and process** – 86% of council-owned properties are on multiple streets, meaning that multiple street properties of multiple owners need to be coordinated.
- **Perception** – retrofit policy and process is not widely understood, leading to a widespread perception that it is too expensive and too difficult.

A retrofit taskforce (comprising council officers and industry experts) was established to develop a delivery plan with complementary measures to address the identified barriers to retrofit.

- Creating building **archetype-s** to simplify, incentivise and standardise retrofit pathways
- Collaboratively **piloting new approaches** to retrofit
- Providing **stewardship** for retrofit projects, sharing approach and expertise across organisations and well-connected individuals

Funding is sought to provide capacity to collectively influence systemic change. Without investment, delivery of the Council's business-as-usual approach to retrofit is limited.

Innovate UK investment in the Taskforce will deliver priority workstreams, break down barriers to retrofit with engaged stakeholders, drive collaboration, develop new retrofit methodologies and co-ordinate pilot projects. Lessons from these innovative approaches will be utilised to improve policies, processes and perceptions, driving systemic change that makes retrofit more efficient and effective. This will help address Westminster's largest emission source and meet our net zero 2040 target.

Assessor 3
The applicant provides a good level of detail on non-technical challenges that limit the project and how they will be addressed. The applicant also provides a good level of detail on how Innovate UK funding could be used to address these challenges and how specific elements of the Fast Forward funding would be beneficial.

Assessor 4
Prior work around resident engagement has been successful. The lessons are being shared and support appear mainly to be additional to existing work.

Assessor 5
There is a clear evidence of lessons learned from previous projects regarding the importance of communication with stakeholders. These shared learning is being used to inform the current project further, and the support from the Fast Forward funding will reinforce some of those initiatives to ensure success.

4. Net Zero Innovation and Delivery Officer to deliver change at a systems level

The Net Zero Innovation and Delivery Officer will deliver change at a systems level, by influencing decision-making groups and external stakeholders.

They will be line managed and sponsored by the Council's Sustainability (DCS) in our Town and City Centre, responsible for the heritage and sustainability of the Council's Town and City Centre Chairs the Retrofit Taskforce, making it a central part of the Council's business as usual based within.

The officer will work collaboratively with senior members of the following council departments:

- Climate Emergency --co-ordinate a whole-of-Council response to the climate emergency;

[Net Zero Living:Fast Followers-WCC Letter of Support.pdf \(opens in a new window\)](#)
(application/10072262/form/question/31498/forminput/84074/file/507781/download)

Assessor feedback

Assessor 1
The role of the officer and their place in the existing structure is well described.

Assessor 2
Strong recruitment plan and description of where the officer will sit within the organisation. Requires a plan for disseminating learning however.

Assessor 3
The response provides a good level of detail on the recruitment of the Net Zero Innovation and Delivery Officer, where they will sit within the organisation and how they will be supported. The key teams that they will interact with and the focus of their activities is presented. An appropriate letter of support is provided.

Assessor 4
The NZDIO role and management within only the retrofit team is noted. Linkages to other departments and reporting to various groups are described. Recruitment is briefly described, as are skills. The intention to focus on delivery of the roadmap is clear. The appendix is a single page letter of support from a councillor. It is not clear how this role will really drive change.

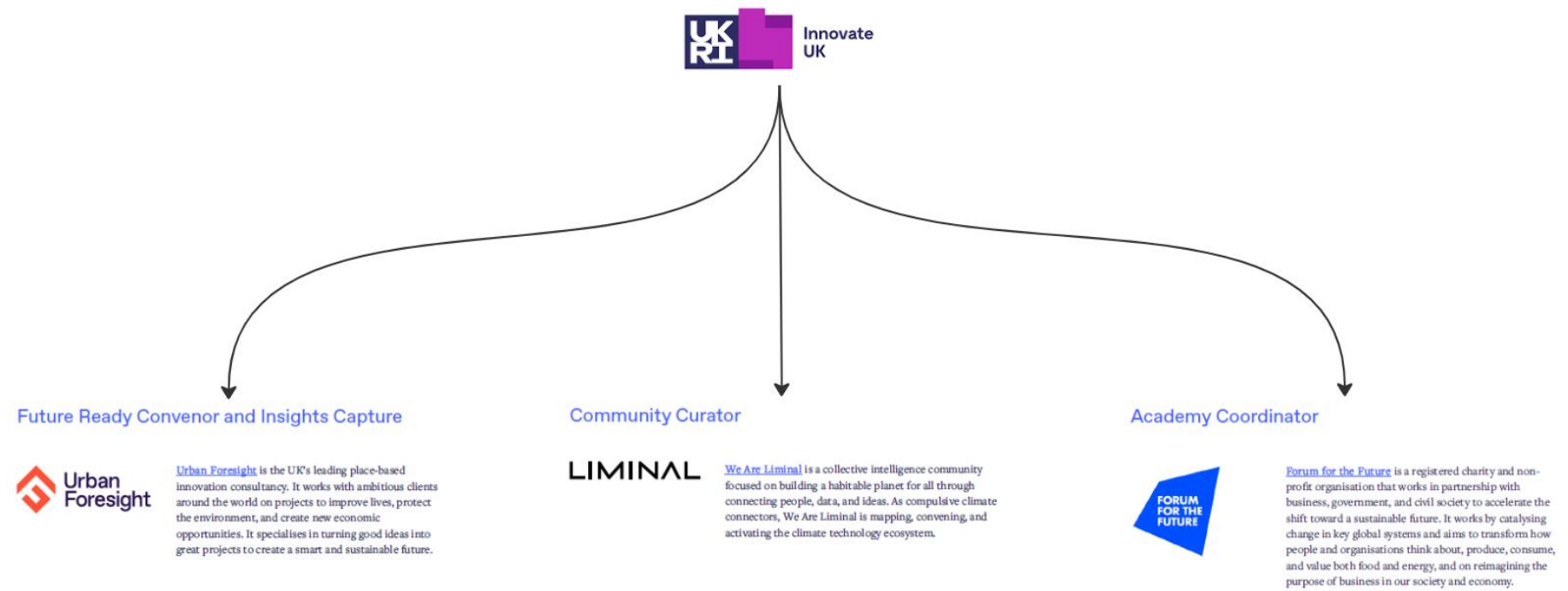
Assessor 5
There is a good plan in place to include and integrate the Officer in the organization as well as the role and responsibilities he will be given. There is clear possibility for the officer to influence and drive change, as the person will be embedded in strategic boards or decision-making groups. The key soft skills required for the role are described in this application, however some more details could be given in terms of hard skills expected, recruitment planning and timing to meet the tight timelines.

5. Your net zero project and programme development

2. Investment & Funding of the Taskforce

Governance Structure Innovate UK Partners

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Emerging Work

1. Archetype Approach & Retrofit Procurement Club 

2. Planning Policy & Process 

3. Partnership Pilot Projects & Case Studies 

4. Neutral & Collaborative Stewardship 

5. Communications, Guidance & Training 

1 ■ Archetype Approach & Retrofit Procurement Club



- Literature Review and Stakeholder Discussions around Archetype Approaches
- Map, Identify and review any existing procurement frameworks
- Write brief / scoping document for procurement club options, identifying barriers.
- Identify partner authorities and organisations to co-develop the procurement club

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The Retrofit Taskforce is piloting a Retrofit Procurement Club to enable stockowners to meet building demand based on criteria relating to the archetype of their building to select appropriate retrofit interventions. Building archetypes are representations of 'typical' buildings and help us to understand a building's thermal behaviour and how best to retrofit them.

Developing this concept of a Retrofit Procurement Club allows building owners access to quality supply chain of services and products to carry out retrofit works, ideally prioritising deep whole-house retrofit.

This will be grounded in an Archetype Approach to provide the most effective solution to varying building types in Westminster's vast existing building stock.

2. Planning Policy & Process



- Challenge Paper – Emerging Actions
- ‘Retrofit First’ Draft Planning Policy
- Retrofit Policy Workshop 24th November – with key stakeholders
- Heritage Partnership Agreements – *in Progress*
- Retrofit Policy Workshop in 2024 – with WCC Planning Officers

The Retrofit Taskforce is working to identify any revisions to current planning policies that will streamline high-quality retrofit, whilst prioritising a ‘Retrofit First’ approach to planning applications. Wherever possible, we will encourage a ‘Retrofit First’ approach to encourage planning applicants to consider extending, adapting and repurposing a building.

This workstream will include scoping opportunities within the current planning system to encourage, enable and mandate responsible retrofit. Responsible retrofit will enable a reduction in the buildings operational carbon, whilst improving the buildings resilience to the impacts of climate change.

3 Partnership Pilot Projects & Case Studies



- Stakeholder Engagement with key stock-owners in Westminster:
 - WPA Sustainability Group
 - NLA half-day workshop
 - Westminster Citizen Climate Action Group
 - NexGen and WCC Housing
- Develop criteria for pilot projects based on archetypes, planning policy work and early market engagement.
- Update stakeholders on progress, including a ‘Call out for case studies’ in a December Newsletter

Westminster has several key stock-owning stakeholders that the Retrofit Taskforce will engage with to ensure outputs are useful. By developing partnerships, the Retrofit Taskforce will be in a strong position to gather exemplar projects and set high standards of quality retrofit for other stockowners to target.

These pilot projects will demonstrate proof of concepts and enable clearer understanding of carbon reduction impacts.

The intention is for lessons from partnership pilot projects to be shared and learnings trickled down to smaller stakeholders.

4. Neutral & Collaborative Stewardship



The Stewardship model:

- Seeks to Implement radical ‘step change’ solutions which are required at scale to tackle the challenge of retrofit.
- Build upon existing work to deepen research and to fill gaps.
- Remove barriers around intellectual property rights.

Work done to date:

- Identify other pan-London and national retrofit collaboration bodies/opportunities
- Convened with London groups
- Produce a visual map of other retrofit bodies and organisations

The Retrofit Taskforce endeavours to contribute knowledge and expertise in a neutral and collaborative manner, either by establishing a new initiative with other local authorities or contributing to existing organisations’ venture to help avoid silo working.

Retrofitting is not for one organisation or local authority to solve.

5 ■ Communications, Guidance & Training



- Webpage Update:
 - Approval for Retrofit Taskforce Webpage
 - Design and build webpage
 - Publish taskforce updates on webpage – Target Date: Thurs 14th Dec
- 12 month 'Newsletter' update
- Climate Champions Podcast: Episode 45
- Scoping Training Opportunities for WCC Officers

Retrofit is multi-faceted problem and to address these challenges the Retrofit Taskforce must better connect all its moving parts, work around communication, guidance and training to enable the smooth running of the other four workstreams. We must demonstrate a dynamic approach to evolving policy, guidance and communicating findings to a wide audience of stakeholders and interested parties.

4. Innovation in Planning Legislation

Challenge Paper

Written by industry experts

- 14th Aug Challenge Paper Submitted by Industry Experts
- 26th Sep Internal Officer Review*
- 10th Oct Challenge Paper Review Meeting 01*
- 27th Oct Challenge Paper Review Meeting 02*
- 11th Dec Internal Officer Action Review

Revisions

Rev. no.	Date	Comment	Author (org)	Author (initial)
01	14 Aug 2023	Initial issue for review by task force	KIN	AW
02	09 Oct 2023	Initial response comments from WCC	WCC	TB
03	10 Oct 2023	Group Meeting to review WCC comments	WCC	TB
04	27 Oct 2023	Group Meeting to review last items notes added to 3rd column with date	WCC	LS

Develop planning policy that supports retrofit		
<p><i>Question/ for discussion:</i></p> <p>Planning policy should support building owners who want to retrofit their buildings. There are currently no/not enough retrofit specific policies. This results in unfavourable planning application timescales, and a lack of certainty of achieving a planning approval. Changes need to be made to planning policy to de-risk, and incentivise greater uptake of, retrofit projects. Will WCC make planning policy changes to achieve this?</p> <p>Suggestions for discussion:</p> <ul style="list-style-type: none"> Produce retrofit specific design guide and adopt it (as quickly as possible) as Supplementary Planning Guidance (SPG). 	<p><i>WCC response/comments:</i></p> <p>The Council has produced its Environmental Supplementary Planning Document - Environment Supplementary Planning Document Westminster City Council – which has a chapter devoted to retrofit. This SPD is currently being reviewed. What isn't in the current retrofit chapter that should be.</p> <p>It is envisaged that the next version of the National Planning Policy Framework may strengthen the planning balance issue. The consultation earlier this year was suggesting the addition of the following paragraph:</p> <p><i>"To support energy efficiency improvements, significant weight should be given to the need to support energy efficiency improvements through</i></p>	<p><i>Group Discussion 10 Oct 2023</i></p> <p>ESPD Review wording and technical content – with feedback provided eg, review pros and cons of risk (NH happy to input to this further)</p> <p>How the retrofit part of the SPD is presented and where you can find it. Could it be pulled out and separated from the rest of the document and made more prominent eg, Westminster Retrofit SPD.</p> <p>Suggestion of a Retrofit Website Landing Page Guide from where all guidance documents incl. a refreshed Retrofit SPD (for example) could be found. Doing something quickly around this has an additional benefit of demonstrating urgency of the need for retrofit. Would allow links to more detailed technical stuff.</p>

*Challenge Paper Review included Council officers from: Development Management; Climate Emergency Team; Policy Officers; Industry experts; and Historic England

Emerging Actions:

- Position Paper on Heritage vs. Climate Adaptation.** WCC to put out an unambiguous position statement in terms of balancing sustainability and heritage. *Action: Draft to be produced by NH/AW/SE as a starting point for discussion.*
- Validation sub-lists** which tries to tailor validation requirements. down to particularly types of applications. *Action: WCC could review whether a retrofit validation checklist is possible.*
- Planning Conditions (Carrot/Stick)** Submitting details but not making it onerous or prohibitive to applicant. Need to make sure we are still incentivising Retrofit – **(Carrot!)** *Action: WRT & WCC to look at what these conditions might be?*
- Use Existing Regulatory Bodies (Carrot/Stick)** Building Control is statutory requirement, how can we look at equipping WCC Building Control Officers with best practice knowledge around Retrofit. *Action: WRT & WCC to look into potential training for Building Control, or to look into Retrofit Coordinator training.*
- Retrofit Review Panel.** Much like the design review panel, might be invited to review design on significant projects. *Action: Could WCC have a retrofit review panel, which would likely include this group and WRT?*
- Improve retrofit knowledge of decision makers, bespoke training for WCC Officers** *Action: WRT to recommend training courses and in parallel WCC to enquire about using Carbon Offset for training.*

4. Innovation in Planning Legislation

Draft Planning Policy & 'Retrofit First' Policy Workshop

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Extensions: policy to support innovation and good growth

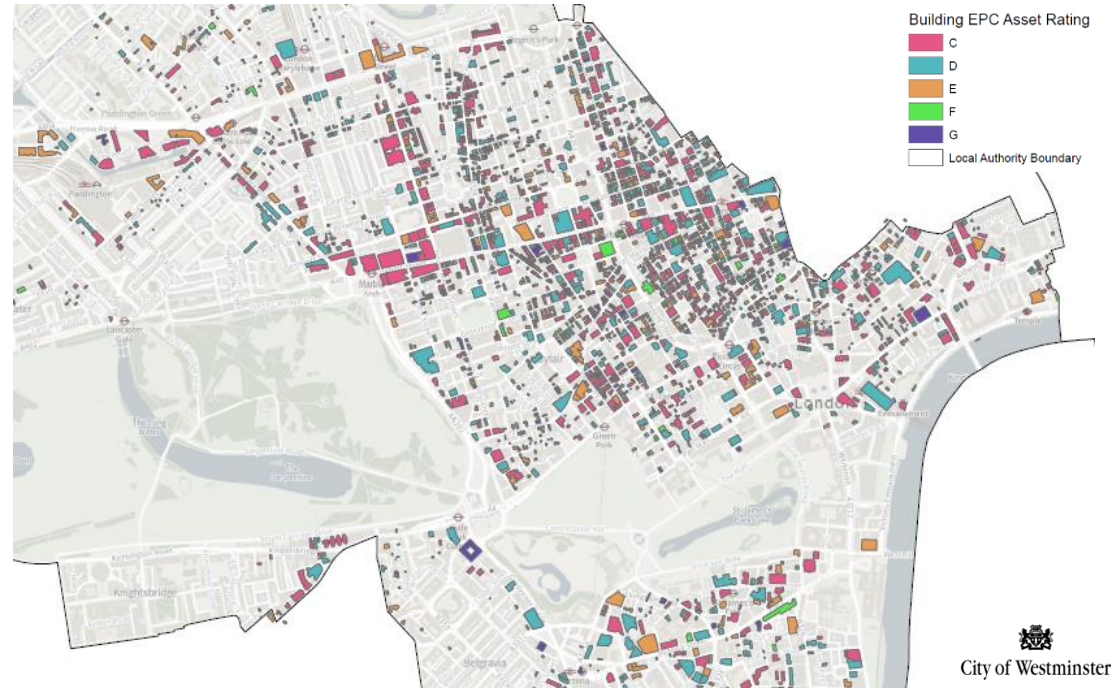
- Retrofitting buildings requires innovative and creative thinking.
- City Plan to take a more supportive approach to extensions which facilitate retrofit when considering townscape/design.

Explicit support for responsible retrofit

- Responsible Retrofit:** clear guidance and definition of what is considered responsible retrofitting – which if followed should result in favourable planning decision.
- Buildings can support space and provide retrofits.
- Space growth through

Draft policy part 3: Unlocking retrofit

- Set out a presumption in favour of responsible retrofit.
- Tip the balance slightly on environmental considerations vs design/heritage/townscape when considering responsible retrofit.
- View more favourably extensions (in-fill or upwards) which are required to facilitate retrofit.
- Give clarity to applicants over retrofit.



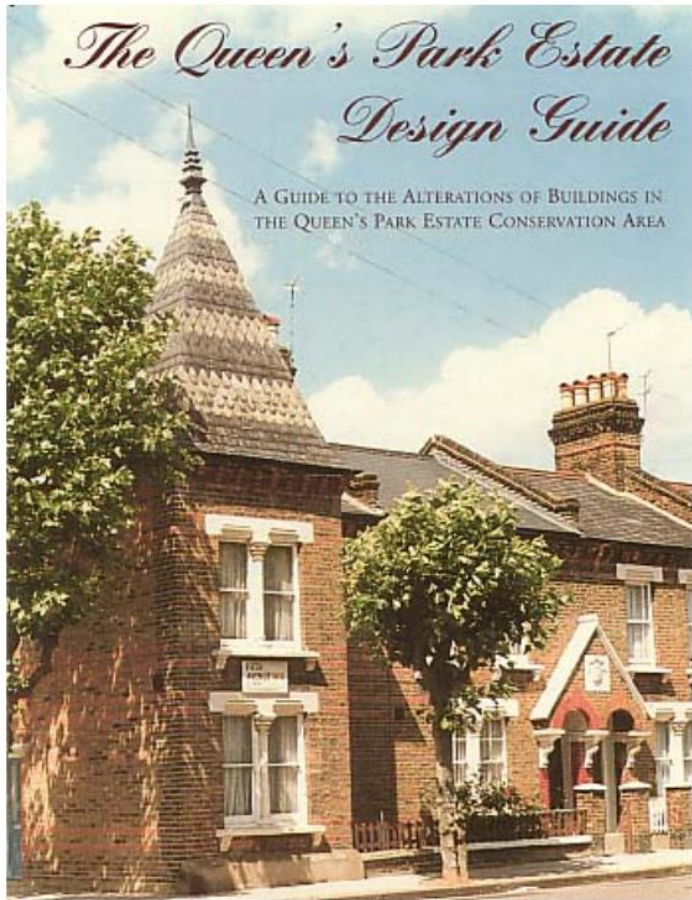
Commercial units in the CAZ which are EPC rated C to G

Current regulation timelines mean all commercial units must be:
 EPC C by 2027
 EPC B by 2030

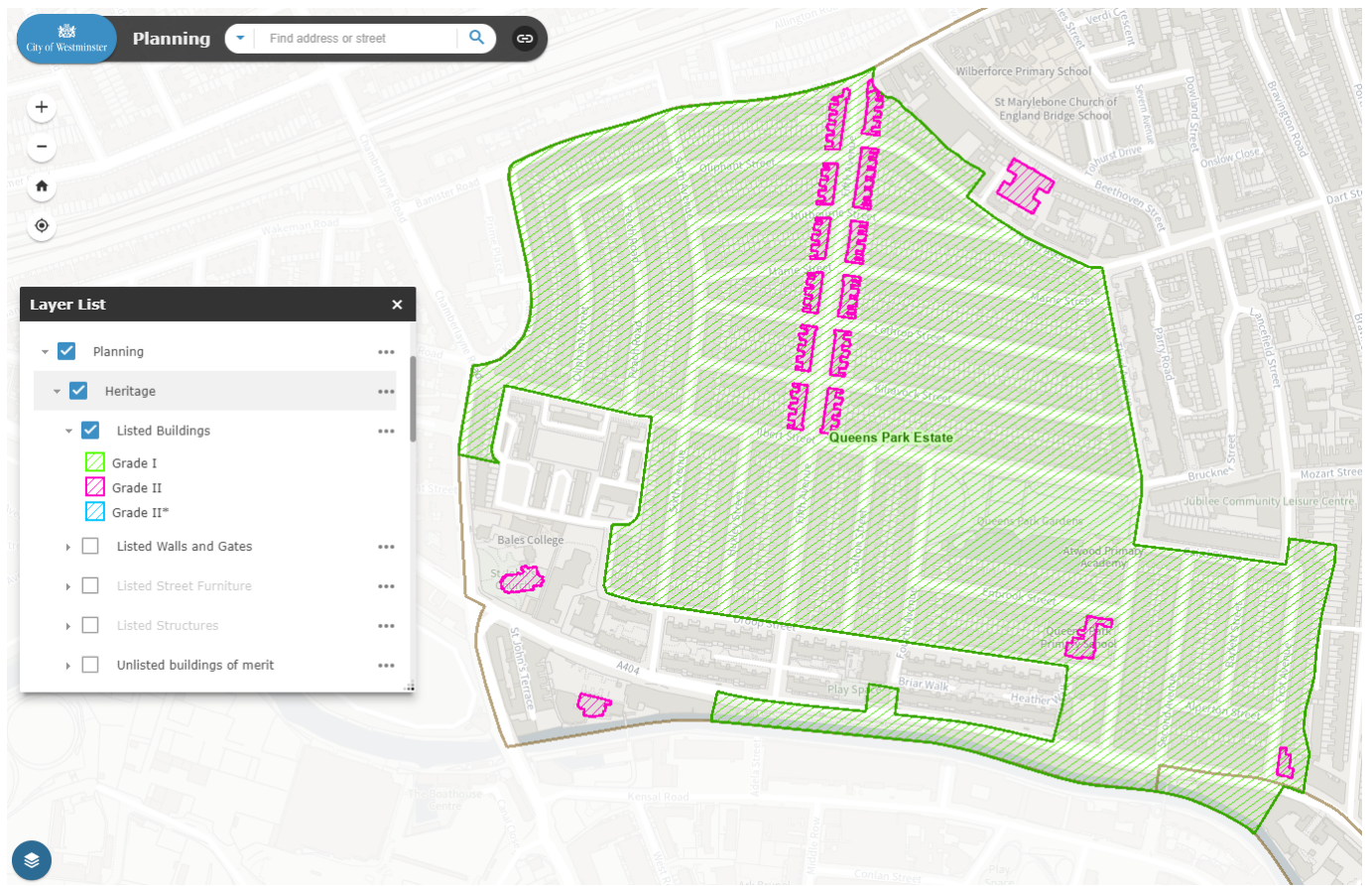
4. Innovation in Planning Legislation

Opportunity for Local Development Order: The Queen's Park Estate

THE QUEEN'S PARK ESTATE DESIGN GUIDE



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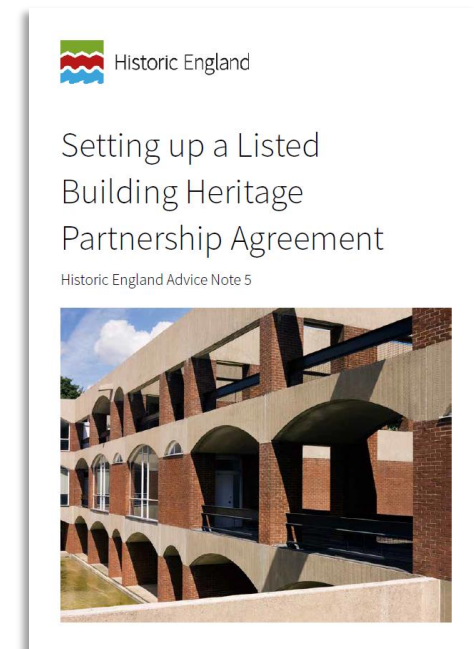
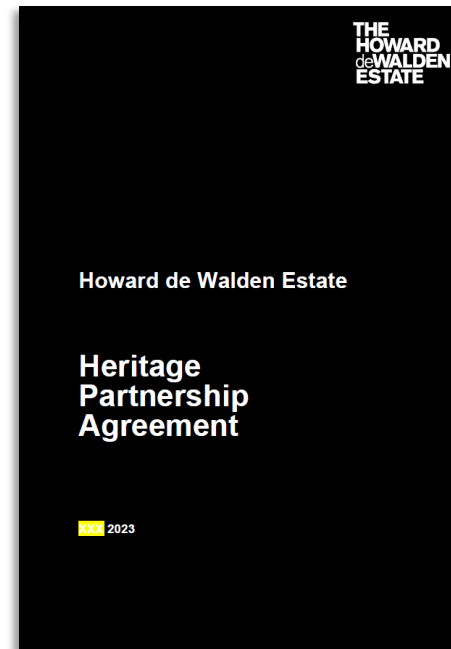


5. Partnership Pilot Projects

Heritage Partnership Agreements: Literature Review and Scoping Exercise

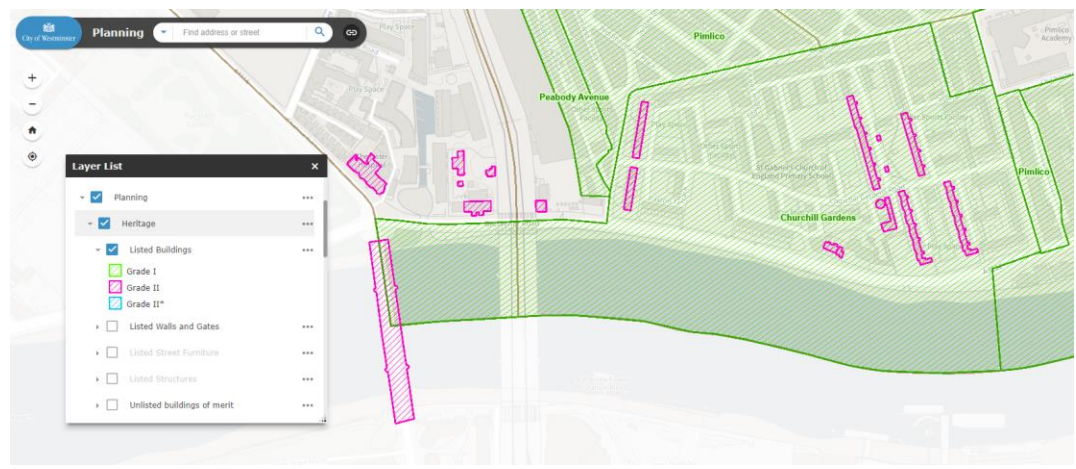
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- Literature Review, around Heritage Partnership Agreements, HPA, guidance on setting them up and confidential examples below, CRT & Howard de Walden Estate



5. Partnership Pilot Projects

Heritage Partnership Agreements: WCC Emerging Case Study



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Address	Apartment No.	Apartment Type	Current Status	Proposed Work	Heritage Impact	Conservation Area	Other Notes
Churchill Gardens 900	101	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	102	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	103	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	104	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	105	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	106	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	107	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	108	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	109	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	110	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	111	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	112	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	113	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	114	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	115	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	116	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	117	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	118	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	119	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...
Churchill Gardens 900	120	2-Bedroom Flat	Green	Roof replacement	Low	Yes	...

Retrofit Delivery Plan for Churchill Gardens by WCC Housing Team

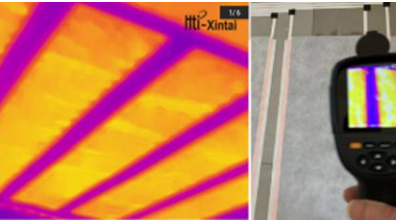


Churchill Gardens, Nash House (Phase II)
Image: Michael Heyward

5. Partnership Pilot Projects



Established Pilot Project from Stakeholder Engagement:



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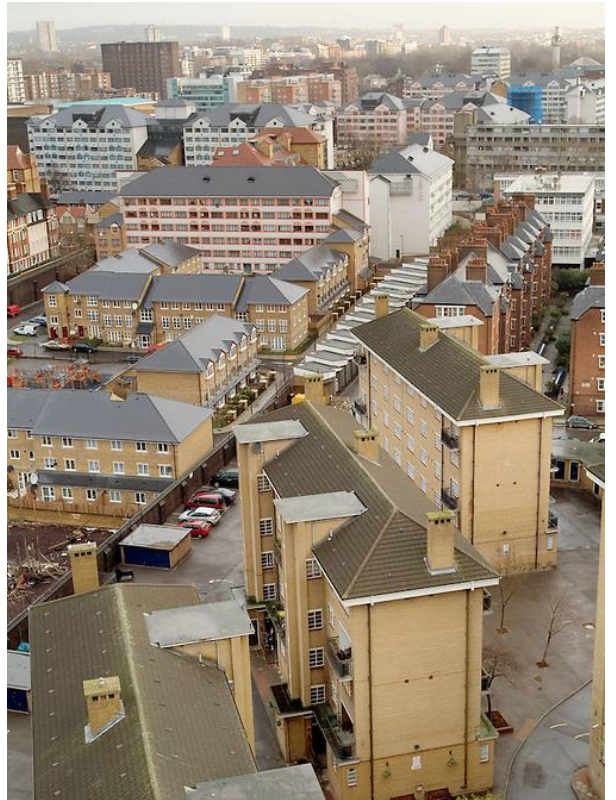
24TH MAY @ 12.40

TOWN TALKS

THE FUTURE OF HEATING? GRAPHENE NEXGEN

HYBRID EVENT WITH LIVE DEMONSTRATION AT CITY HALL - PLEASE READ EMAIL FOR MORE DETAILS

We are absolutely thrilled to welcome Ian Sanderson and Oliver Olsson from NexGen to enlighten us on the cutting-edge innovation of graphene-based infrared heating and its role in shaping sustainable living spaces. They will delve into the fascinating science behind graphene's unique properties, its exceptional heat efficiency, and the current state of research in this field. Prepare to be amazed by a LIVE DEMONSTRATION showcasing the potential of graphene-based infrared heating systems in real-time. Additionally, Ian and Oliver will explain how local authorities can foster a greater understanding and application of this revolutionary technology, empowering communities to embrace sustainable solutions for a brighter future



NexGen came to City Hall for our Town Talk Series in May

Paolo Balice (WRT) visited pilot demonstrator in Richmond and made introduction to WCC Housing Teams

Westminster Pilot Projects under development 13 Fourth Avenue & Lisson Green Estate Above Image: Lisson Green by Philip Wulmoth

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Planning: Heritage and Climate Change

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Skills, Economy and Growth Scrutiny Commission
17 January 2024



- **Part 1:** Hackney Built Environment
- **Part 2:** What is Retrofitting?
- **Part 3:** Hackney and the Greater London Authority
- **Part 4:** Emerging Work
- **Part 5:** Suggested ways forward

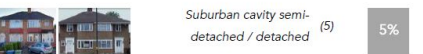
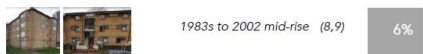
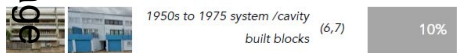
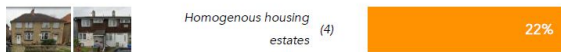
Part 1: Hackney: Built Environment

Page 59



London: Typologies

Categorising the London housing stock to identify key archetypes



Page 60

Local authority

	3	4	1	6 + 7	10 + 11	8 + 9	5	2
	Solid brick mansion blocks and converted street properties	Homogenous housing estates (solid or cavity or system)	Solid brick terraces	1950s to 1975 system/cavity built blocks	Built from 2007	1983s to 2002 mid-rise flats	Suburban cavity semi-detached with gas boilers	Solid brick non-terraces
City of Westminster	86.2%	1.1%	8.3%	11.0%	4.0%	6.2%	0.1%	1.0%
Kensington and Chelsea	71.4%	0.5%	9.7%	6.7%	2.6%	4.5%	0.0%	1.2%
Camden	66.7%	1.3%	5.4%	10.6%	4.4%	4.2%	0.2%	2.1%
Hammersmith and Fulham	56.8%	1.0%	16.2%	5.8%	5.3%	4.2%	0.1%	1.4%
Lambeth	46.7%	6.4%	10.3%	9.6%	6.0%	5.4%	0.6%	3.6%
Brent	36.8%	23.4%	8.1%	6.5%	5.7%	6.3%	4.2%	4.5%
Hillingdon	6.1%	48.6%	2.7%	10.0%	7.0%	5.7%	17.5%	4.3%
Bromley	11.4%	43.2%	5.6%	8.8%	5.4%	4.5%	17.0%	7.0%
Harrow	15.3%	48.2%	4.0%	6.5%	6.8%	4.6%	11.7%	5.9%
Newham	16.7%	16.2%	25.0%	12.9%	6.4%	7.6%	1.5%	1.3%
Waltham Forest	27.0%	19.7%	23.6%	7.3%	4.9%	5.8%	1.9%	3.0%
Haringey	35.9%	9.8%	22.7%	8.6%	4.0%	5.3%	0.5%	3.5%
Redbridge	13.8%	36.7%	15.5%	7.2%	4.4%	5.1%	5.3%	5.3%
Merton	19.8%	27.4%	15.4%	6.1%	6.1%	5.8%	2.4%	6.6%
City	30.3%	0.0%	0.2%	33.7%	8.1%	12.8%	0.0%	0.1%
Wandsworth	37.7%	4.6%	16.3%	13.3%	6.3%	5.6%	0.4%	3.0%
Islington	48.7%	2.0%	7.8%	13.0%	7.4%	6.5%	0.2%	1.0%
Hackney	45.0%	3.4%	9.3%	12.8%	8.7%	7.1%	0.2%	0.9%
Tower Hamlets	19.0%	2.2%	3.5%	20.4%	13.6%	16.7%	0.4%	0.3%
Greenwich	17.8%	21.6%	12.9%	12.1%	9.5%	4.6%	3.6%	3.8%
Barnet	20.6%	28.3%	5.5%	8.3%	8.8%	7.7%	7.5%	8.0%
Hounslow	15.0%	30.4%	7.1%	10.0%	8.7%	7.2%	6.3%	6.0%
Southwark	34.1%	3.6%	8.8%	12.8%	8.2%	10.3%	0.7%	2.4%
Enfield	13.2%	35.8%	12.6%	10.6%	4.2%	8.6%	4.5%	4.6%
Lewisham	31.4%	16.6%	12.2%	8.8%	6.4%	7.1%	1.8%	4.1%
Havering	4.4%	59.4%	2.5%	8.7%	6.9%	3.7%	12.0%	4.6%
Bexley	4.7%	54.2%	6.1%	8.7%	5.0%	5.4%	15.6%	4.5%
Barking and Dagenham	7.8%	52.1%	6.1%	10.0%	7.6%	4.3%	5.2%	1.3%
Kingston-upon-Thames	10.7%	37.2%	3.3%	8.2%	5.0%	5.8%	10.8%	16.9%
Richmond	21.9%	20.1%	14.2%	8.9%	4.7%	4.7%	4.0%	12.4%
Sutton	9.6%	39.8%	4.3%	11.1%	5.9%	7.7%	6.9%	7.6%
Croydon	16.4%	32.7%	12.7%	9.3%	6.6%	4.6%	10.1%	7.5%
Ealing	24.6%	25.8%	10.9%	10.8%	5.8%	5.6%	5.2%	6.6%





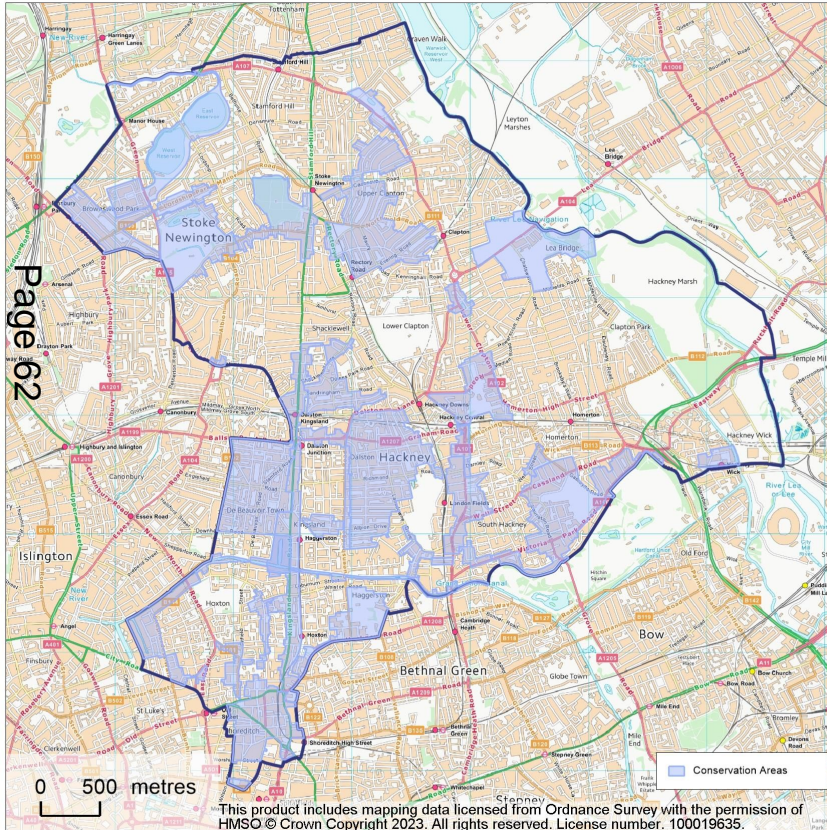
Hackney: Typologies

- Approx 55.2% of Hackney buildings are historic and traditionally constructed i.e. Georgian, Victorian and Edwardian buildings
 - Constructed pre-1919 with solid walls (not cavity construction)
 - Requires a more considered retrofit approach regardless of heritage issues

Solid brick mansion blocks & converted street properties	Homogenous housing estates (solid or cavity or system)	Solid brick terraces	1950s to 1975 system//cavity blocks	Built from 2007	1983 to 2002 mid-rise flats	Suburban cavity semis/detached with gas boilers	Solid Brick-non terraces
45%	3.4%	9.3%	12.8%	8.7%	7.1%	0.2%	0.9%



Heritage: Conservation Areas

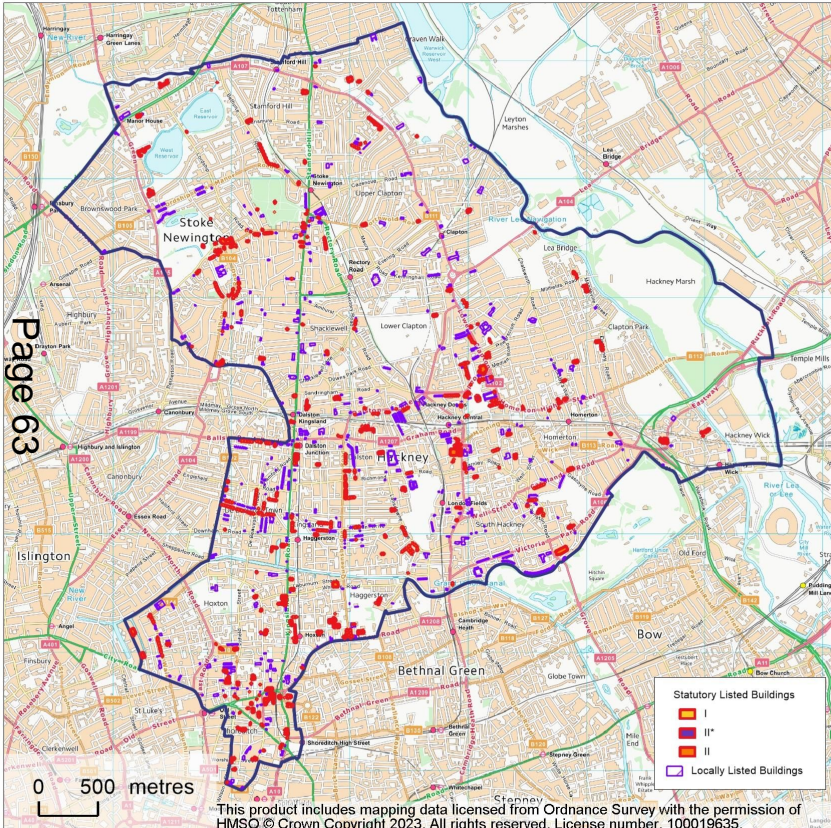


- 35 Conservation Areas
- Ongoing programme of review into the 2040s
 - Opportunity to update Conservation Area Appraisals and Management Plans

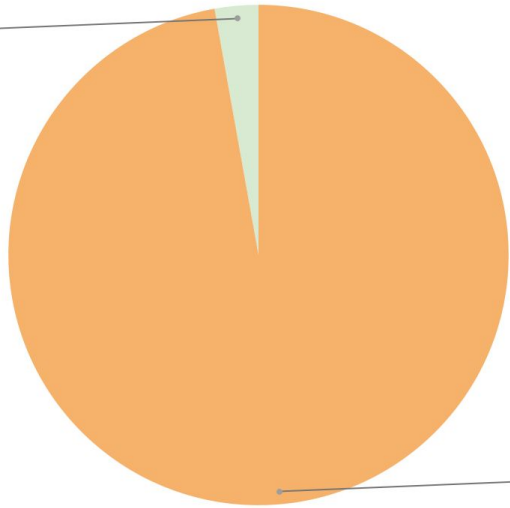
Heritage: Locally and Statutory Listed Buildings



- Circa 1,300 Listed Buildings in Hackney
- Circa 470 Locally Listed Buildings



Listed Buildings
2.8%

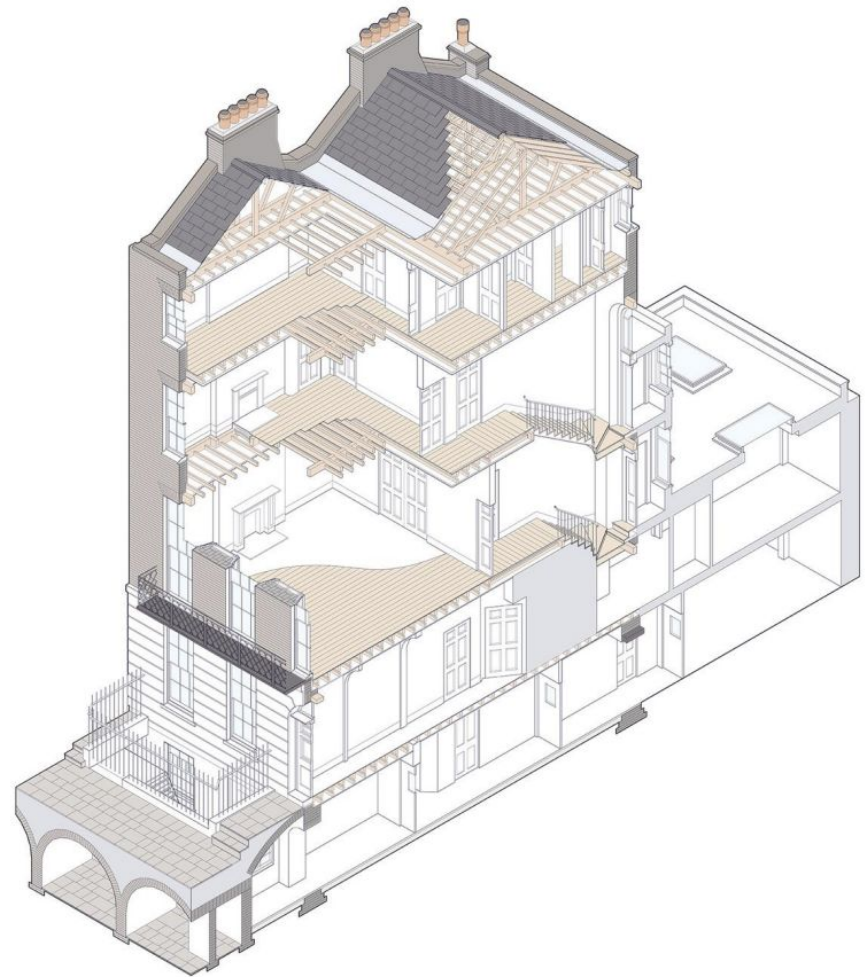


Unlisted Buildings
97.2%

Part 2: What is Retrofitting?

Page 64

Recommended Process,
Planning Permission and Listed
Building Consent: Overview



Retrofit Process: The Basics

3 Make a whole house Retrofit Plan and follow the LETI Retrofit Process

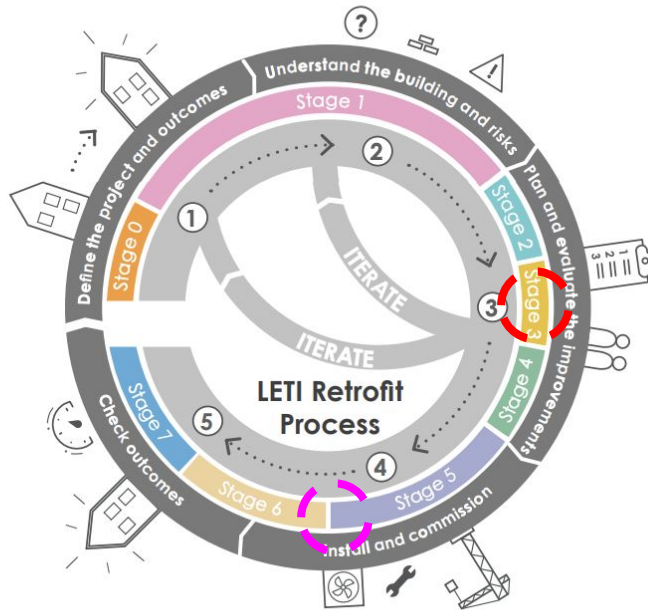


The whole house Retrofit Plan must:

- Set out key building information, constraints, risks, and opportunities.
- Set out the key works proposed along with related strategies and details.
- Set out the sequence of work.
- Be appropriate in its level of detail and intervention for the project.
- Include a plan for monitoring and reporting energy consumption.
- Stay with the building.

Page 65

 Chapter 5 - How do we do it?



A whole house Retrofit Plan helps to understand the risks/constraints and then the success of the measures. Important to think **holistically**.

Retrofit Process: The Basics



Retrofit quick start guide

1 Use the six key principles for best practice retrofit

Page 66



Principle 1: Reduce energy consumption



Principle 2: Prioritise occupant and building health



Principle 3: Have a whole building Retrofit Plan



Principle 4: Measure the performance



Principle 5: Think big!

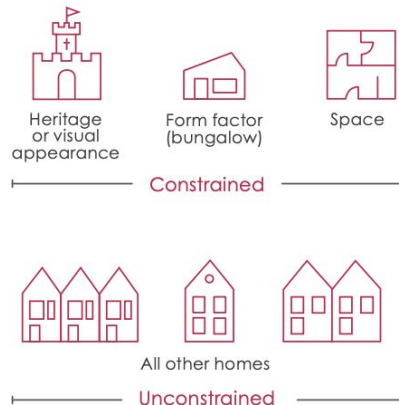


Principle 6: Consider impact on embodied carbon

SIGNPOST Chapter 2 - What is retrofit?

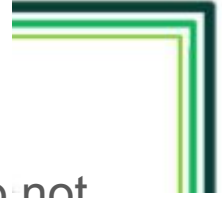
2 Tailor the retrofit to the property type

Determine whether the home is constrained or unconstrained:



Heritage does not stop the process of retrofitting but the options may need further consideration

Retrofitting: What needs permission?



Unlisted Buildings outside a Conservation Area- Internal alterations do not need permission and a lot of external work can usually be done under Permitted Development Rights

Conservation Areas- Internal alterations do not need permission and some external work can usually be done under Permitted Development Rights

Listed Buildings- Internal and External Alterations require LBC but there are no hard and fast rules as each case is judged on its own merits

Retrofitting: What needs permission?



What permissions/consents are required for retrofitting?			
	Unlisted outside a CA	Unlisted within a conservation area	Listed building
Loft and roof insulation Pages 68	Acceptable and permission usually not required as long as it doesn't alter external appearance of roof.	Acceptable and permission usually not required as long as it doesn't alter external appearance of roof.	Acceptable and permission/ consent not normally required as long as it doesn't alter external appearance of roof or involve modification of roof.
Floor insulation (suspended timber floors)	Acceptable/ Permission not required.	Acceptable, internal alterations of an unlisted property in a conservation area don't require planning permission	Likely to be acceptable subject to detail.
Boiler upgrade	Dwelling House- no permission needed. A flue is not permitted development for flats. Planning permission would normally be required for any flue that would materially affect the external appearance of the building.	Dwelling House- no permission needed. A flue is not permitted development for flats. Planning permission normally would be required for any flue that would materially affect the external appearance of the building.	Likely acceptable subject to it being located on the rear/LGF



	Unlisted outside a CA	Unlisted within a conservation area	Listed building
Heating controls	Internal alterations do not require planning permission.	Internal alterations do not require planning permission.	Likely not required.
Ground source heat pumps	Normally permitted development for dwellinghouses (including buildings wholly consisting of flats).	Normally permitted development for dwellinghouses (including buildings wholly consisting of flats).	LBC may be required depending on how it impacts any historic fabric.
Air source heat pumps	Usually permitted development for dwellinghouses or a block of flats, subject to certain restrictions.	Usually permitted development for dwellinghouses or a block of flats, subject to certain restrictions.	Normally acceptable where the external unit is positioned in a visually discreet location. Noise may be an issue where planning permission is required.



	Unlisted outside a CA	Unlisted within a conservation area	Listed building
Water efficiencies Page 70	Internal measures such as water-saving showerheads and taps and external rainwater harvesting such as water butts do not require planning permission.	Internal measures such as water-saving showerheads and taps and external rainwater harvesting such as water butts do not require planning permission.	Internal measures such as water-saving showerheads and taps do not require planning permission. Listed building consent for external rainwater harvesting such as water butts is unlikely to be required unless directly fixed to historic/ original fabric
Draught Proofing	Internal alterations of an unlisted property do not require planning permission.	Internal alterations of an unlisted property do not require planning permission.	Likely to be acceptable in most cases without listed building consent, although where the windows are especially important advice should be sought from design and conservation officers before proceeding.



	Unlisted outside a CA	Unlisted within a conservation area	Listed building
Secondary glazing	No permissions required	No permissions required	LBC rarely needed
Thermal single or Double glazing Page 71	Planning permission will be required for flats where new windows materially affect the external appearance of the building, e.g. where the frame size changes; opening mechanisms change or materials for the window change.	Planning permission will be required for flats where new windows materially affect the external appearance of the building, e.g. where the frame size changes; opening mechanisms change or materials for the window change.	Listed Building consent will be required, and this is most likely to be appropriate where historic windows have been replaced with ones whose design are of poor quality installed to a modern extension or later part of the buildings.



	Unlisted outside a CA	Unlisted within a conservation area	Listed building
Solar Photovoltaic system (PV electric panels) Page 72	This is usually permitted development, subject to it being 'sited so as to minimise its effect on the external appearance of the building and the amenity of the area'	This is usually permitted development, even on the roofs of principal elevations of dwellinghouses and flats in conservation areas, subject to it being 'sited so as to minimise its effect on the external appearance of the building and the amenity of the area'	Listed building consent will be required and will be assessed on a case by case basis.
Solar thermal panels	This is usually permitted development, subject to it being 'sited so as to minimise its effect on the external appearance of the building and the amenity of the area'	This is usually permitted development, even on the roofs of principal elevations of dwellinghouses and flats in conservation areas, subject to it being 'sited so as to minimise its effect on the external appearance of the building and the amenity of the area'	Listed building consent will be required and will be assessed on a case by case basis.



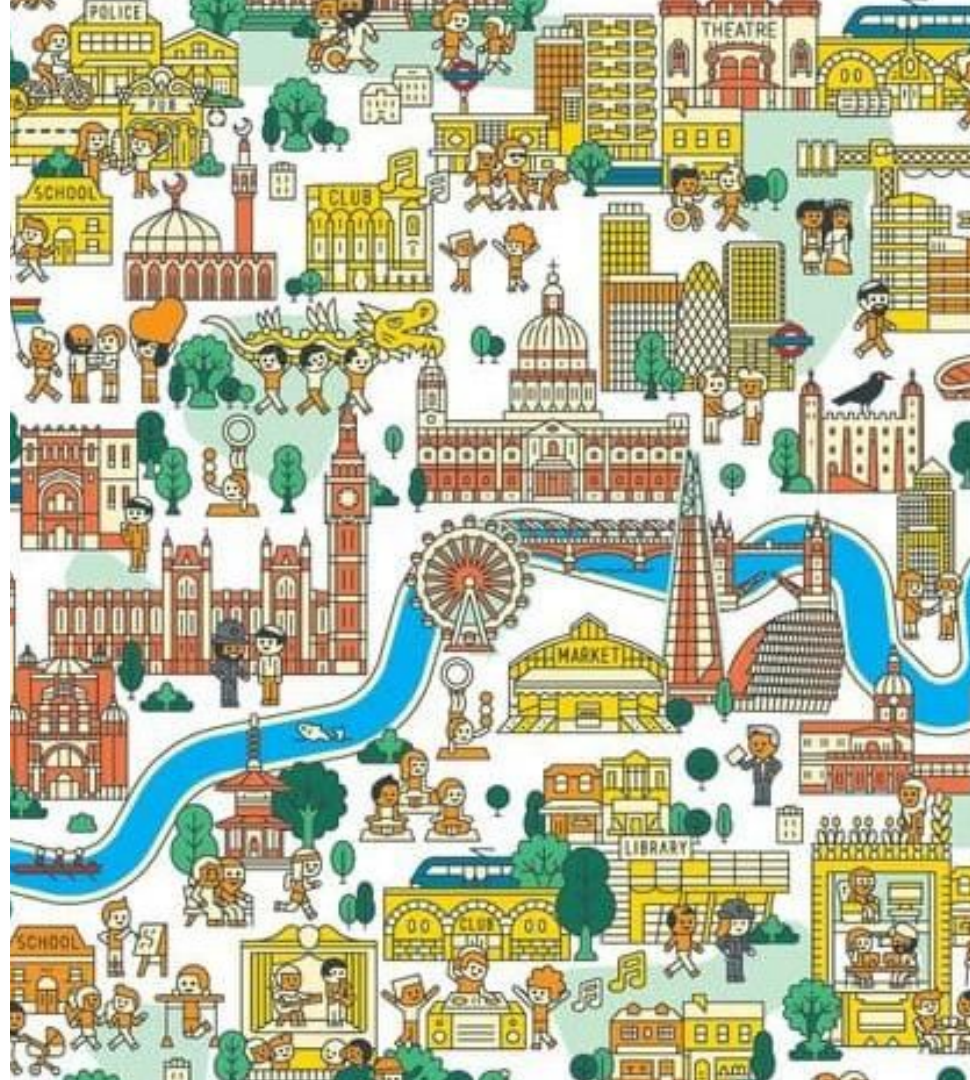
	Unlisted outside a CA	Unlisted within a conservation area	Listed building
Green roof Page 73	Planning permission required where depth of build-up is greater than 150mm, which is fairly likely with a well designed living roof. However for dwelling houses where the build-up is less than 150mm and doesn't exceed highest part of the existing roof this is likely to be permitted development, but this would be for flat roofs in a discreet location. Planning Permission would be required for flats.	Planning permission required where depth of build-up is greater than 150mm, which is fairly likely with a well designed living roof. However for dwelling houses where the build-up is less than 150mm and doesn't exceed highest part of the existing roof this is likely to be permitted development, but this would be for flat roofs in a discreet location. Planning Permission would be required for flats.	Acceptability will depend on impact on significance and fabric. Would require listed building consent for changes affecting the building's character as one of special architectural or historic interest.
Internal solid wall insulation	Internal alterations of an unlisted property in a conservation area don't require planning permission.	Internal alterations of an unlisted property don't require planning permission.	Acceptability will depend on impact on significance and fabric. Would require listed building consent for changes affecting the building's character as one of special architectural or historic interest.



	Unlisted outside a CA	Unlisted within a conservation area	Listed building
External solid wall insulation Page 74	Central Government guidance suggests this is permitted development on the principal elevation (or other elevations) of a dwelling house (not flats) subject to the material being of a similar appearance to the existing building or extension.	In certain circumstances external wall insulation may be possible, such as on the rear elevation, in an enclosed situation (not part of a unified terrace) where the materials used are of a similar appearance to the existing building or extension. Planning permission will be needed in all cases for external wall insulation	This is generally not considered appropriate for listed buildings but this will depend on the impact on significance, as well as potential impacts on fabric. Where buildings are rendered there may be scope for external wall insulation to be installed on non-principal facades.

Part 3: Hackney and the Greater London Authority

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SG6 Increasing efficiency and resilience

Policy SI 2 Minimising greenhouse gas emissions: Very little policy talk on retrofit to existing or historic buildings. No guidance on retrofit produced. *“Developments that install renewable energy sources into existing buildings are generally not of strategic scale. As such I do not have planning powers to intervene or shape these decisions at the planning application stage.”* ([Response from Sadiq Khan to London Assembly \(Plenary\) Meeting 8 June 2023](#))



Chapter 14. Meeting the challenge of climate change,

flooding and coastal change: Para 164. In determining planning applications, local planning authorities should give significant weight to the need to support energy efficiency and low carbon heating improvements to existing buildings, both domestic and non-domestic (including through installation of heat pumps and solar panels where these do not already benefit from permitted development rights). Where the proposals would affect conservation areas, listed buildings or other relevant designated heritage assets, local planning authorities should also apply the policies set out in chapter 16 of this Framework.

LP55 Mitigating Climate Change: Development including the re-use or extension of existing buildings should achieve the maximum feasible reductions in carbon emissions and support in achieving the strategic carbon reductions target in the London Plan, while protecting, heritage and character of the buildings. Development should consider synergies with new build elements on sites and developments should seek to achieve the zero-carbon target across the site.

Emerging Work

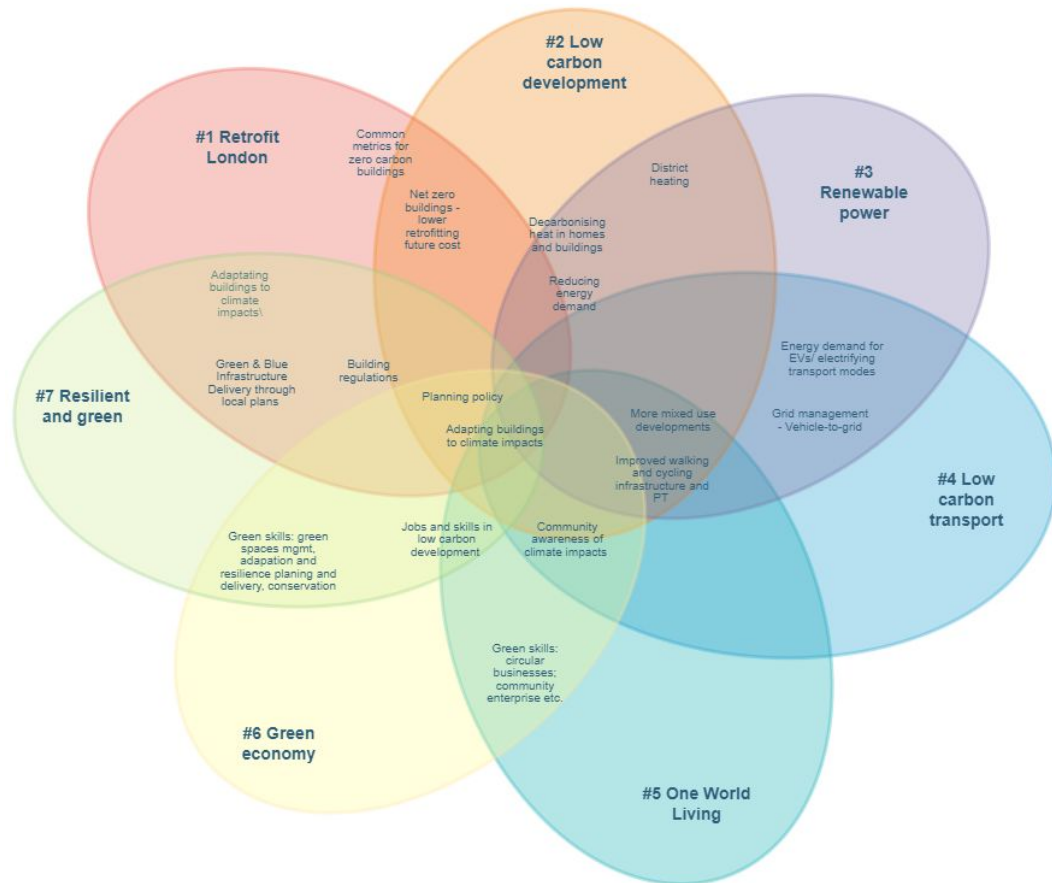
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Part 4:

1. London Councils
 - a. Low Carbon Development
 - b. Retrofit London
2. Website Guidance: High Level
3. Extension and Alterations
Supplementary Planning Document
4. Conservation Area Review Program
5. Internal Partnerships
 - a. Housing Retrofit Strategy: Archetype Case Studies
 - b. Hackney Light and Power
6. Scoping of Local Listed Building Consent Orders

London Councils Climate programme

- 7 climate change themes
- Hackney lead on Low Carbon Development
- Crossover with other themes including retrofit for historic buildings - conservation areas and listed buildings

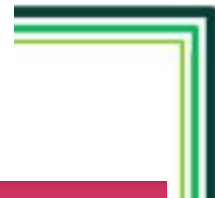


London Councils: Low Carbon Development



- Cross-London programme
- Hackney led for two years and co-lead with Haringey for next two years
- Collaboration on policy making and guidance
 - Shared knowledge throughout London including policies and guidance - bringing consistency between Councils
- Strengthening delivery of low carbon buildings
 - Monitor implementation of policies and active lobbying
- Using innovation to make low carbon more achievable
 - Research on new technology and community engagement guidance
- Increasing training and understanding within all Councils (upskill)
 - Major training programme for Members and officers on low carbon
 - Training on LPA monitoring and use of IT innovation

Low Carbon Development: LCD Toolkit



LCD toolkit - released in November 2023

Provides expert guidance and practical steps to achieve better low and zero carbon results

Shared learning from across local authorities

Developed for policy makers, DM officers and sustainability officers

Central resource - saving time and money

Consistency in policy making and decision making

Driving higher standards and carbon standards



Toolkit developed by:



#BeTheSolution



Website



- Updating Hackney website with high level retrofit guidance on heritage buildings
- Setting out principles and key considerations
 - Condition of the building
 - Whole House approach
 - Fabric first

Extension and Alterations SPD/ Retrofit Guidance



- Substantial section on **Retrofit** and adapting existing buildings
 - Advocate for a **whole house** approach
 - Clearer guidance on likely acceptability of proposals
- Inclusion within this document will encourage owners to consider retrofitting when other alterations are considered
- Example: Can wall insulation be added at the same time as a rear extension
 - Retrofitting is not a stand alone item but should be considered with EVERY application
- Public consultation summer 2024
 - Engagement with members spring 2024

Extension and Alterations SPD: What are other Boroughs doing?



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HOME IMPROVEMENTS
Camden Planning Guidance
January 2021



ENVIRONMENTAL SUPPLEMENTARY PLANNING DOCUMENT

Adopted 2022



Retrofit and Residential Alterations SPD

High quality alterations to residential properties can benefit residents, their families, the local area and the environment.

We know residents of the Borough may want to alter their homes for their changing needs. These alterations can be made in ways that consider family life, local character, the Climate Emergency, energy efficiency and fuel costs. Our aim is to provide clear guidance to make the process of making beneficial home alterations as simple as possible.

Exemplar Design Principles

- People** Ensuring our homes are comfortable, safe and meet our changing needs.
- Place** Enhancing our homes in a way that is considerate of neighbours and local character.
- Environment** Adapting our homes to ensure they respond to the Climate Emergency.
- People** Making alterations that improve energy efficiency and help to reduce bills.

This Retrofit and Residential Alterations SPD is supported by the four principles of exemplar design, which have been used to develop all of the planning guidance documents.



- Topics to include:**
- Understanding retrofit
 - Initial considerations and constraints
 - Light touches and easy wins
 - Retrofit guidance
 - Local character
 - Heritage considerations
 - Rear extensions and alterations
 - Side extensions and alterations
 - Front extensions and alterations
 - Loft and roof extensions and alterations
 - Basements alterations
 - Detached out-buildings
 - Gardens
 - Architectural details
 - Facade materials
 - Windows and doors

47 Greenfield Road is a typical Victorian terrace in Wilton Forest and was refurbished by the Council to see how we can improve energy efficiency.

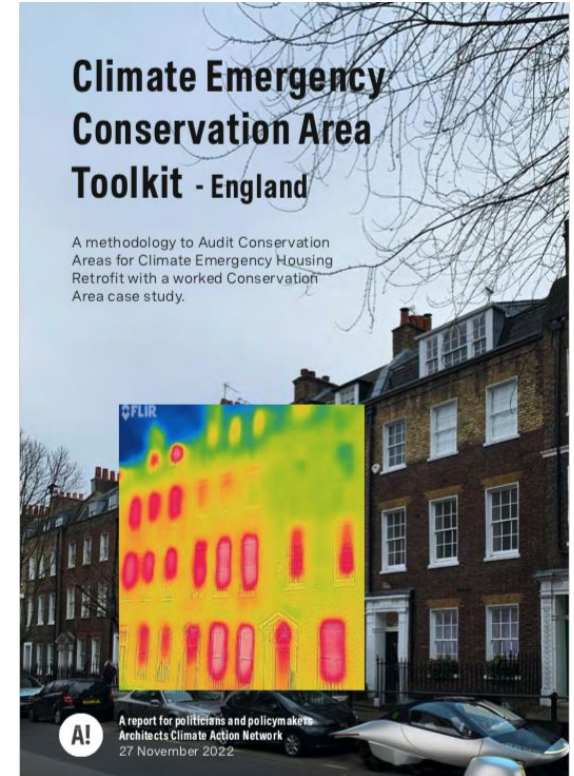
What do you think?

Use the QR code to go to our website, find out more and have your say on the Retrofit and Residential Alterations SPD.

Conservation Area Review Program

- More bespoke CA guidance
 - Outlines the acceptability of measures that can work in harmony with heritage
- More considered than Architects Climate Action Network
- Positive retrofit message
- Work programme- 2-3 appraisals a year
 - Resource intensive process
 - 2 Conservation Areas adopted November 23'

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Planning Service & Hackney Light and Power

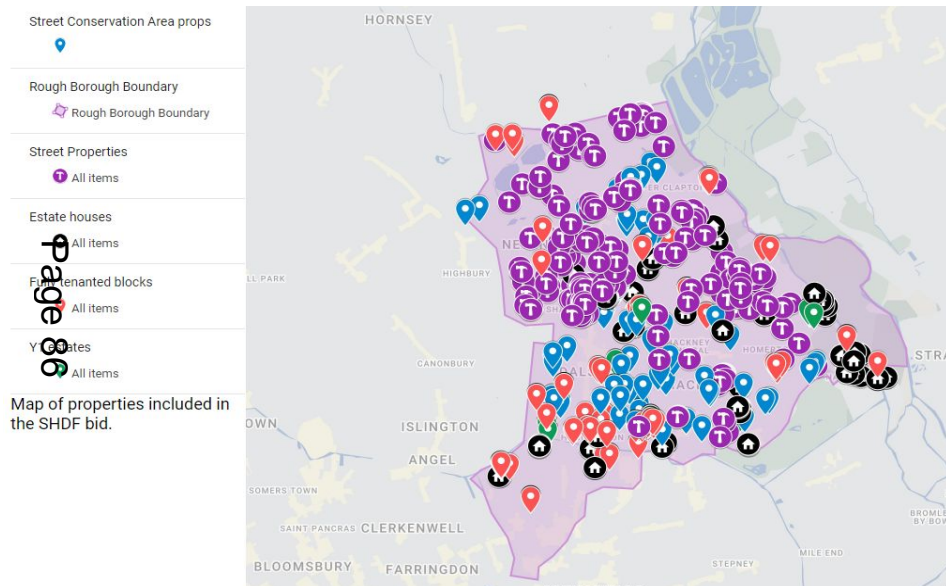


- Work with owners and stakeholders to promote that Listed Buildings and Conservation Area Buildings can be retrofitted
- Answer questions and demystify the process
- Past positive engagement
 - Hackney Empire Grade II* with Solar Panels- approved and fitted
 - Mildmay Club, Newington Green, Grade II listed- approved to be fitted
- Current engagement
 - Woodberry Down School- Grade II Listed
 - Haggerston School- Grade II Listed
- Funded HLP Community Energy Fund via the Carbon Offset Fund

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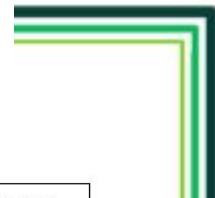
Housing Retrofit Strategy



Subsection of bid	Number of Dwellings
Street Properties	203
Conservation	71
Estate Houses	116
Year 1 Estate Blocks	102
Fully Tenanted Blocks	229
Total	721






Social Housing Decarbonisation Fund (SHDF)- Won £4.5m in funding with a total of value of works of ~£9m to retrofit existing Council owned properties

Planning Service: Housing Retrofit Strategy



Property example per archetype:

- Developing typology approach across Hackney
 - Engagement with the Planning Service Spring 2024
- To be used as Case Studies and promoted by the Planning Service

Address	Picture	SHDF Typology	LBH Typology	EPC	Starting space heating demand
Flat 4 Lynton House, N4 2PA		Low Rise Block, Top Floor Flat	Fully Tenanted Block	E Link to certificate	164.74 kWh/m2/year
1 Harvey Street, N1 5NQ		Terraced House - End Terrace	Estate Houses	D Link to certificate	132.74 kWh/m2/year
15 Cavell House, N1 5PS		Medium Rise Block, Top Floor Flat	Year 1 Estates	D Link to certificate	148.55 kWh/m2/year
37 Manor Road, N16 5BQ		Semi-Detached house	Street Properties	E Link to certificate	144.82 kWh/m2/year
13 Somerford Grove, N16 7TL		Bungalow - End Terrace	Estate Houses	D Link to certificate	164.92 kWh/m2/year

Local Listed Building Consent Orders



- At scoping stage
- Listed Building stock in Hackney is incredibly varied and lacks the uniformity and consistency found elsewhere in London
- Current focus on ensuring guidance is provided on retrofitting all buildings and then focus on more detailed work later

Part 5: Suggested ways forward

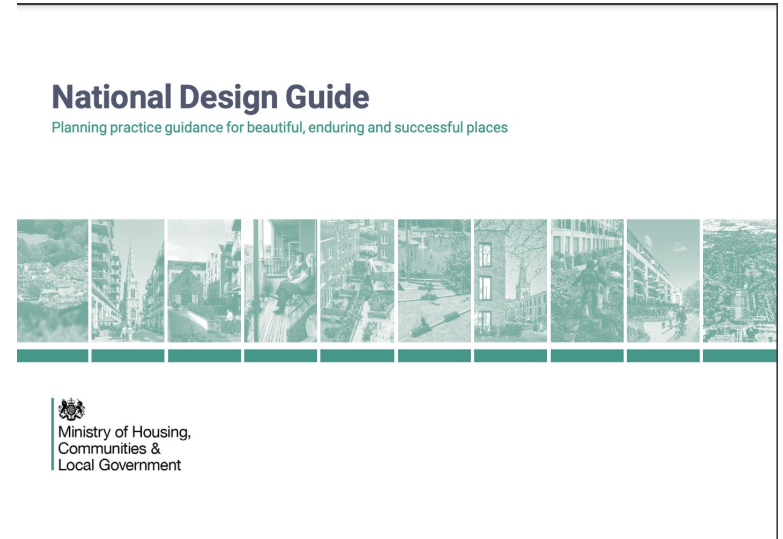
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Consolidated Guidance: Regional Retrofitting Guides

- Climate change will affect different areas of the country differently and therefore a regional approach is needed

Working with London Councils: London Retrofitting Design Guide

- Many Georgian and Victorian houses in London follow pattern books. Each property will need an individual assessment but this could work by archetype/typology

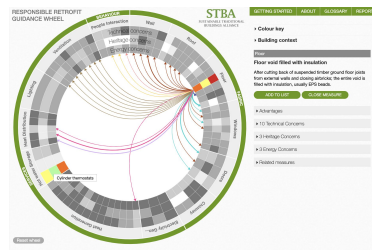
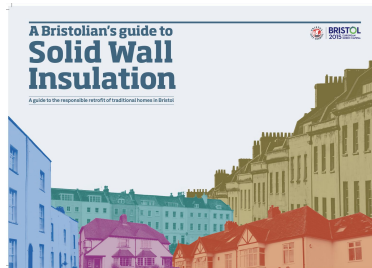


Shared Guides to disseminate knowledge better

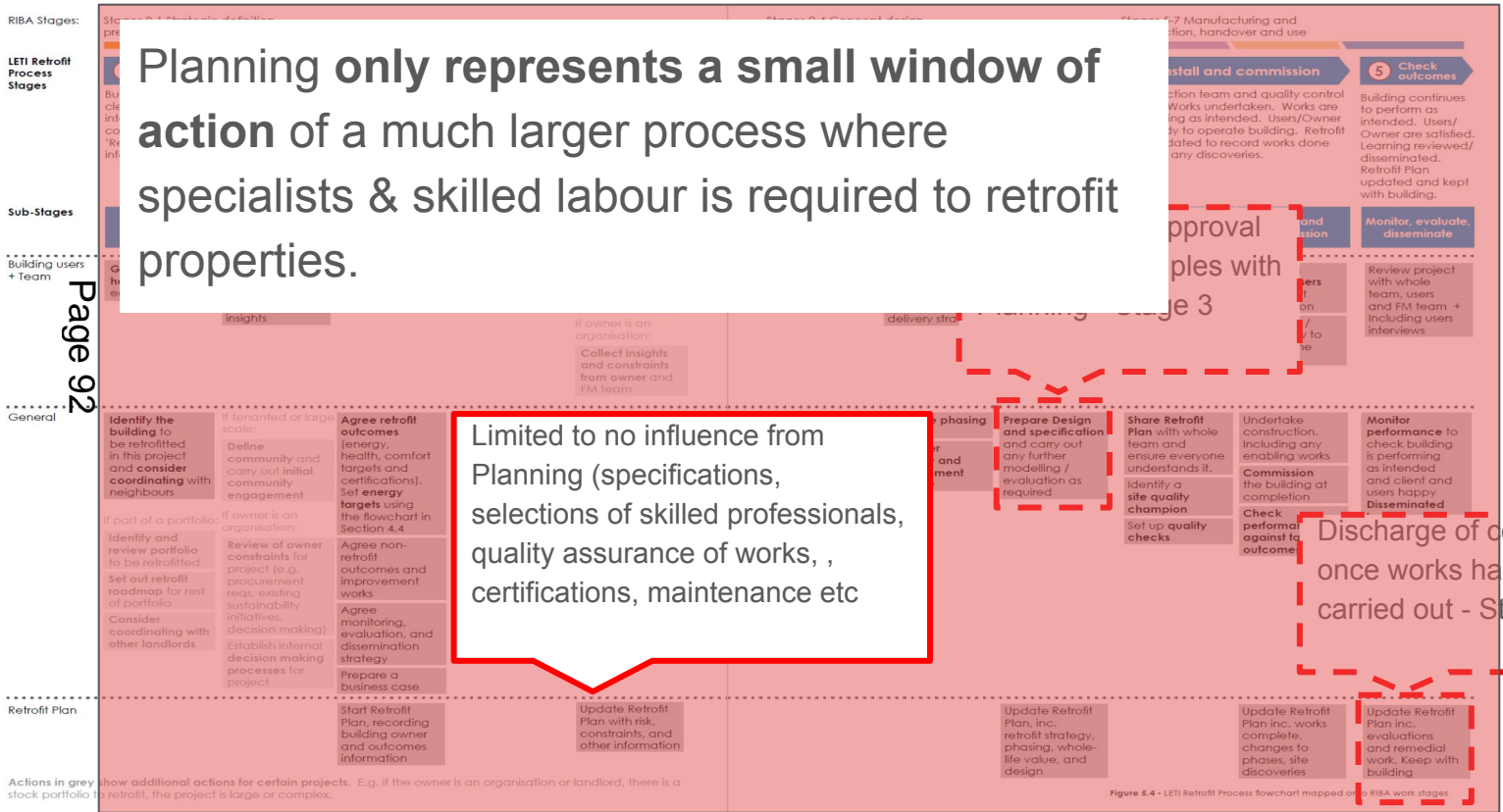


Energy Efficiency and Traditional Homes

Historic England Advice Note 14



Joined up thinking across sectors



Planning only represents a small window of **action** of a much larger process where specialists & skilled labour is required to retrofit properties.

Limited to no influence from Planning (specifications, selections of skilled professionals, quality assurance of works, , certifications, maintenance etc

Discharge of conditions once works have been carried out - Stage 5/6

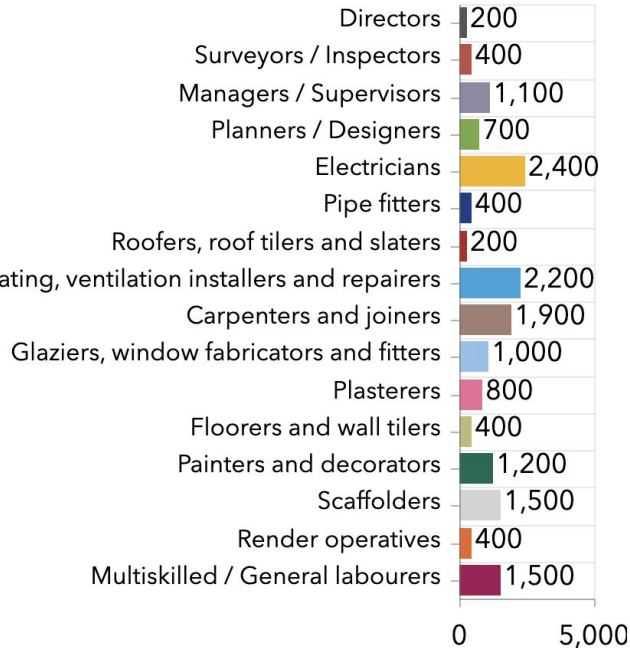
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More professional knowledge



Trades and professions needed

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London needs an estimated average of 16,000 new full time equivalent (FTE) workers per year.

Hackney needs another 570 full time equivalent (FTE) workers on average per year, to support an estimated direct economic output of £110,400,000 (in 2018 prices).

The **estimated average** number of **new** full time equivalent (FTE) workers needed **per year** for the selected area. Blank rows are due to a lack of sufficient data for the selected area.

Clear baselines

There is currently **no minimum requirement** for retrofit included in building regs, as long as the additional works do not worsen the thermal & energy performance of an existing building, it is deemed acceptable.

There is therefore no regulatory framework to incentivise retrofit and only voluntary third party certification exist, such as the **AECB Retrofit** and the **EnerPHit standards**.

Both methodologies can be applied to **heritage buildings** as they set out targets for key metrics to quantify accurately the energy profile of these buildings and identify what **specific** measures would be suitable to improve **their climate resilience**.



Figure 6.25 - Front elevation. Feilden Clegg Bradley Studios

Location: Shaftesbury Park Estate Conservation Area, Wandsworth, London

Description: Pre-war (1870s) mid-terrace house

Topic: Insulation

Client: Peabody Estate

Architecture: Feilden Clegg Bradley Studios with Bill Gething

Consultants: Max Fordham, Rickaby Thompson Associates

Contractor: Wates

Budget: £80,791 of which energy saving measures and collateral costs were £78,876

Energy Use Intensity pre-retrofit (modelled):
341 kWh/m²/yr

Energy Use Intensity post-retrofit (modelled):
87 kWh/m²/yr

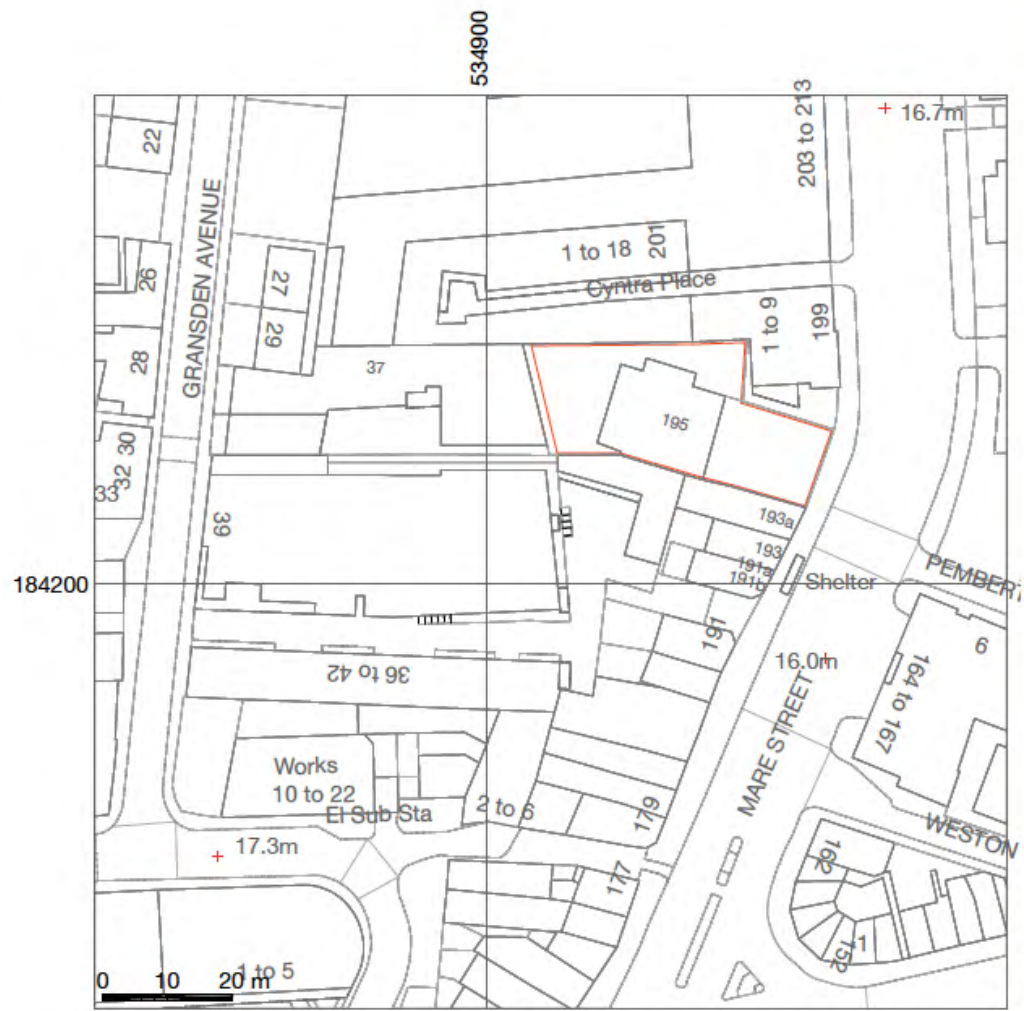
75% Energy use reduction in conservation area achieved through EnerPHit methodology

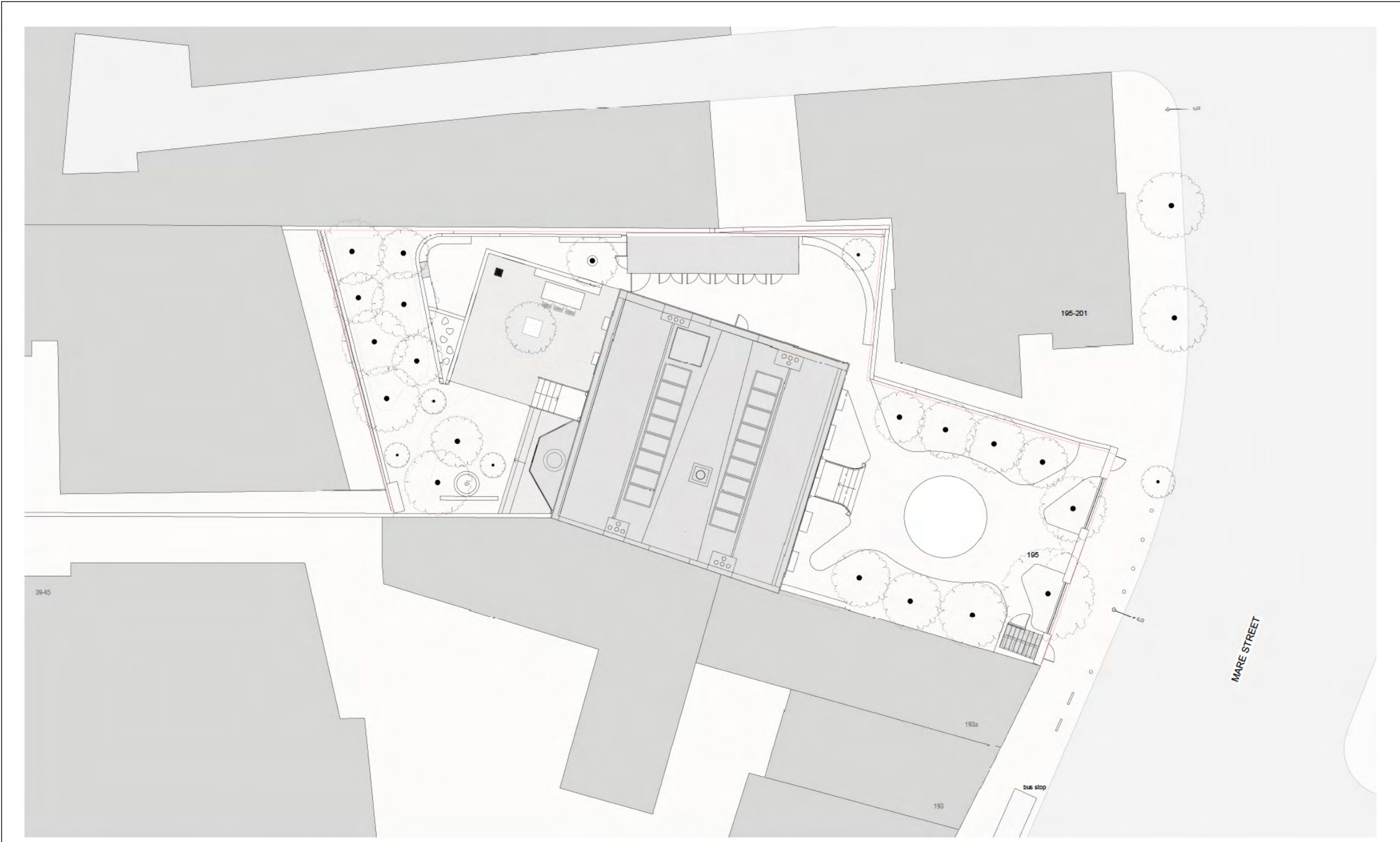


195 Mare Street

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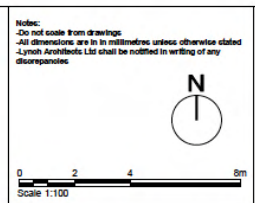






Date	Revision	Issue	Notes
17/11/23	1	For Planning	

Notes:
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project title
 195 Mare Street
 drawing title
 Site Plan - Proposed

scale status date of origin
 1 : 100@A1 For Planning 06/07/23

project code zone level type role design no revision
 126-LA-XX-RF- DR-A-0102 1

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External - Front (East)



1 Photographs of front garden, east and south facade showing existing condition 2 Existing east elevation by Rees Bolter Architects submitted as part of March 2023 planning consent



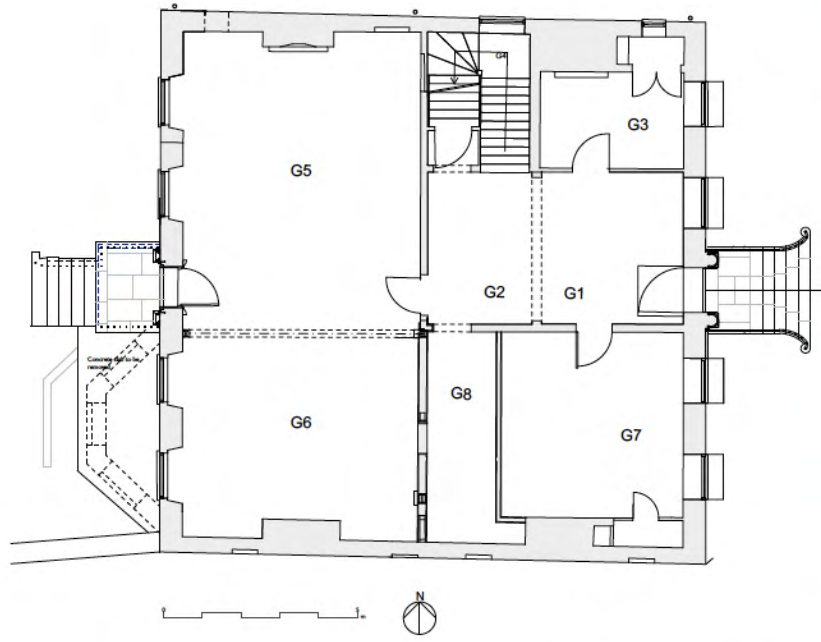
External - Rear (West)



1 Photographs of rear garden and facade showing existing condition and view from rear garden to adjoining facades to the west 2 Existing west elevation by Rees Bolter Architects submitted as part of March 2023 planning consent



Ground Floor



1 Photographs of ground floor showing existing condition 2 Existing ground floor plan



G2



G2



G7



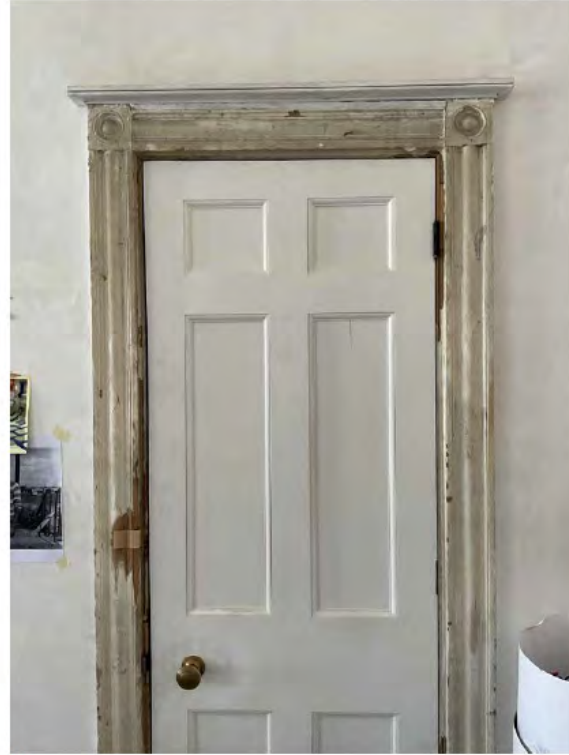
G5&6



G7



F2



F3



F1

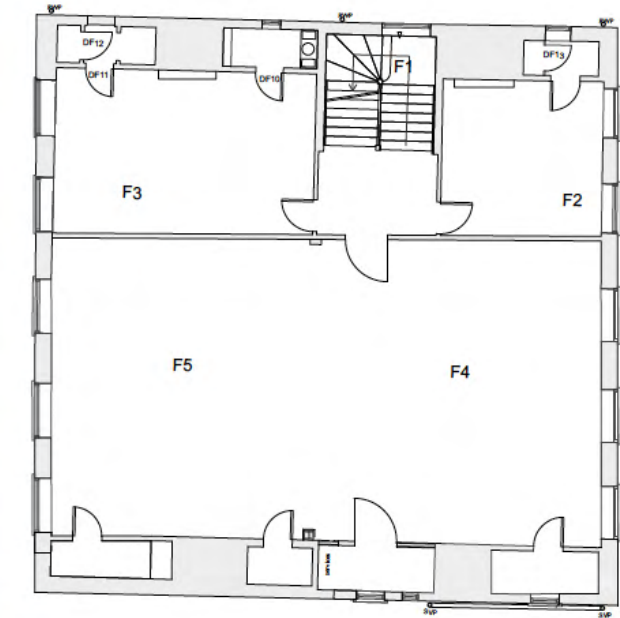


F5



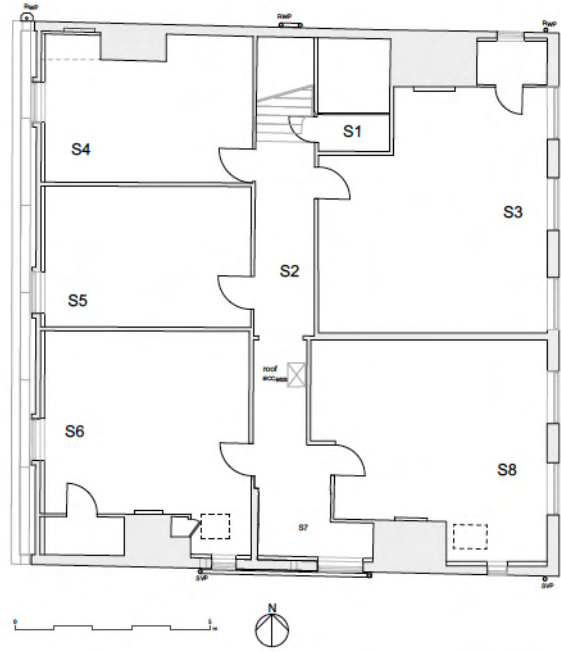
F4

First Floor



1 Photographs of first floor plan showing existing condition 2 Existing first floor plan

Second Floor



1 Photographs of second floor showing existing condition 2 Existing second floor plan



S2



S2



S4



S3



S6



B1



B1



B9

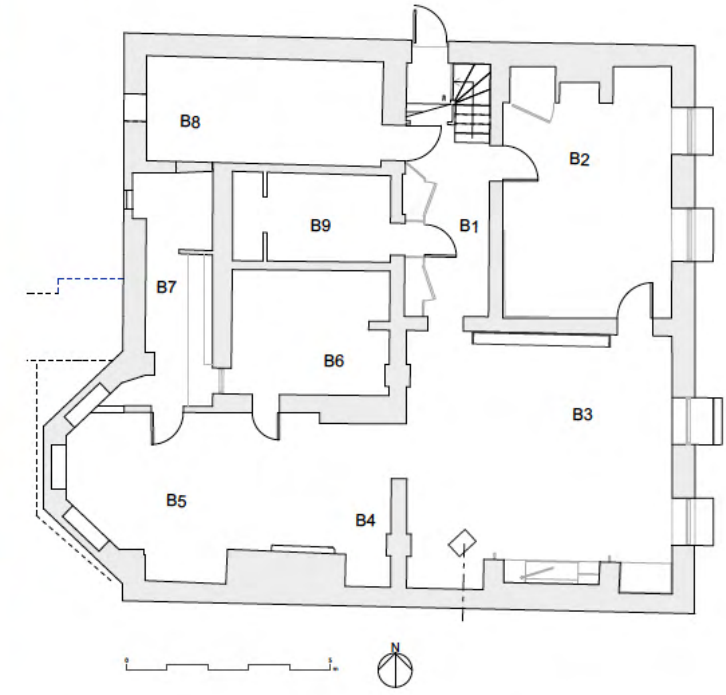


B5



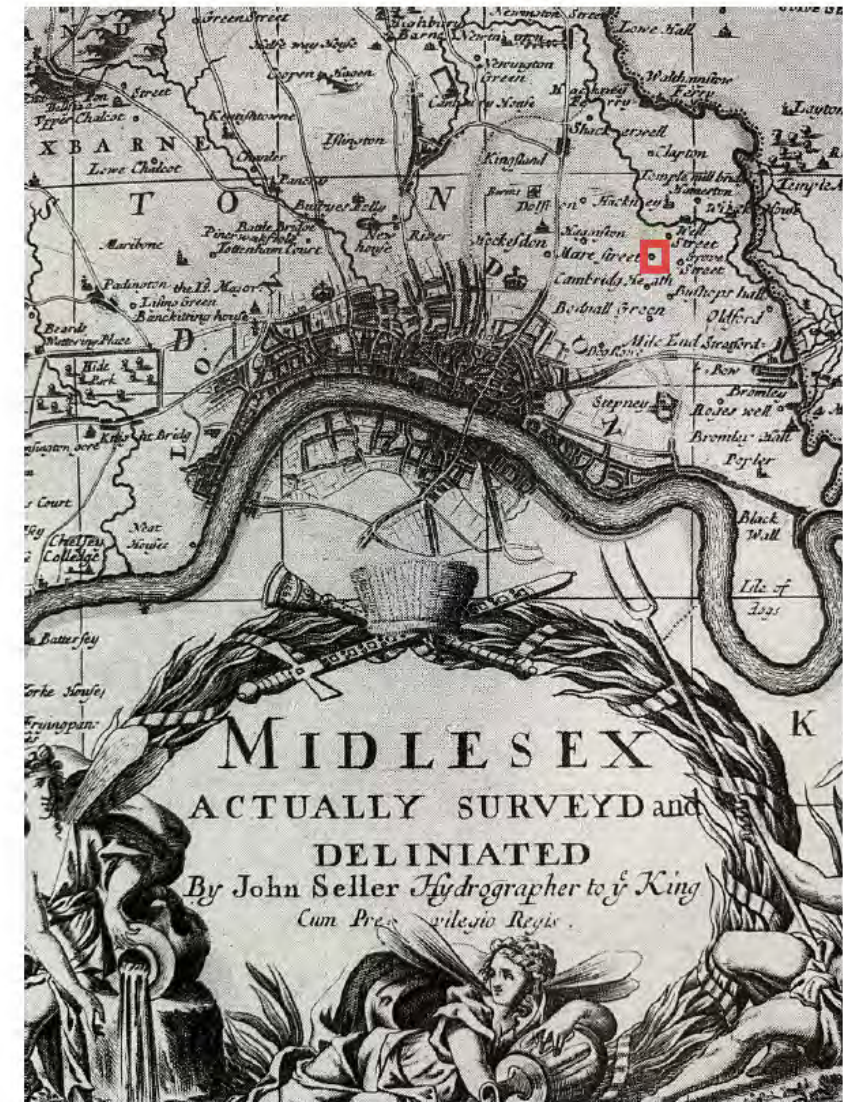
B3

Basement



1 Photographs of basement showing existing condition 2 Existing basement plan

1697	House built for Abraham Dolins (1631-1706), city merchant from the Lowlands. Dolins was a member of the East India Company (see company record from 1671). His ancestor Antony Becku was a glass maker, who was granted the first monopoly on glass-making in England by Queen Elizabeth in 1567. Children: Daniel, Mary and Rebecca
1706	Sir Daniel Dolins (1679-1728), wealthy city merchant and justice of the peace, inherited house from father. Married to Margaret Cooke (1683-1740). See biographical info in Bolter, Hackney History article. Portraits of Sir Daniel and wife here. Children: Abraham, Daniel, Margaret
1726	Operation to remove cataracts performed by Sir William Cheselden, celebrated surgeon, on Abraham Dolins, age 13. May have taken place in the house?
1728-1801	Wife and children of Sir Daniel Dolins live in the house after his death.
1801	Margaret Dolins, last of the Dolins, dies. House sold to John Francis Blacke (1733-1809), wine merchant, originally from Berne. House remodelled around this time.
1809	House inherited by Thomas Wilson (1768-1852), married to Blacke's niece. Merchant who had worked in Grenada. Tory MP for City of London 1818-1826. They had seven children. Parliamentary history: https://www.historyofparliamentonline.org/volume/1820-1832/member/wilson-thomas-1767-1852 Note Wilson 'declared himself hostile to any measure which should have for its object to set the slaves free at the expense of their masters'. Wilson "closed his shutters" in opposition to the 1832 Reform Act. He relented and lit lights in the front rooms when threatened by a mob coming up Mare Street. See story here: http://hackneyhistory.org/wp-content/uploads/2019/11/Terrier-4.pdf
1860	House sold to Elizabeth Fry Society. They moved the premises of the Elizabeth Fry Refuge for the Reformation of Women Prisoners (established 1849) from The Triangle. https://www.prisonhistory.org/2022/06/elizabeth-fry-refuge/
1913	House sold to Lansdowne Liberal and Radical Club, later the New Lansdowne Club, a working men's club. 1920s - house extended to incorporate a large concert hall at the back of the building.
1940	Home Guard occupied the house during the war. House damaged by bomb.
2004	New Lansdowne Club shuts.
204-2022	House bought by series of developers, including Vietnamese developer who proposed a Vietnamese community centre, which was never created. House squatted at various points. Squatters held community events, performed, parties. See info on Twitter. Description of the house during this time: https://www.lrb.co.uk/blog/2013/august/at-195-mare-street



1 Site history timeline prepared by Elizabeth Prochaska 2 1733 map of Middlesex showing Mare Street highlighted

Conditional Planning and Listed Building Consent was granted in March 2023 - see LBC 20233/2027 and PP 2022_1943

Hackney

Hackney Council
Planning Services
1 Hillman Street
London E8 1DY
www.hackney.gov.uk
Hackney
Reference: 2022/2027

30-03-2023

Mr Jon Bolter
5b Canonbury Yard, 190a New North Road
London
N1 7BJ

Dear Sir/Madam

Town and Country Planning Act 1990 (as amended)
Town and Country Planning (Development Management Procedure) (England) Order 2015

Application Number: 2022/2027
Site Address: 195 Mare Street, Hackney, London, E8 3QE

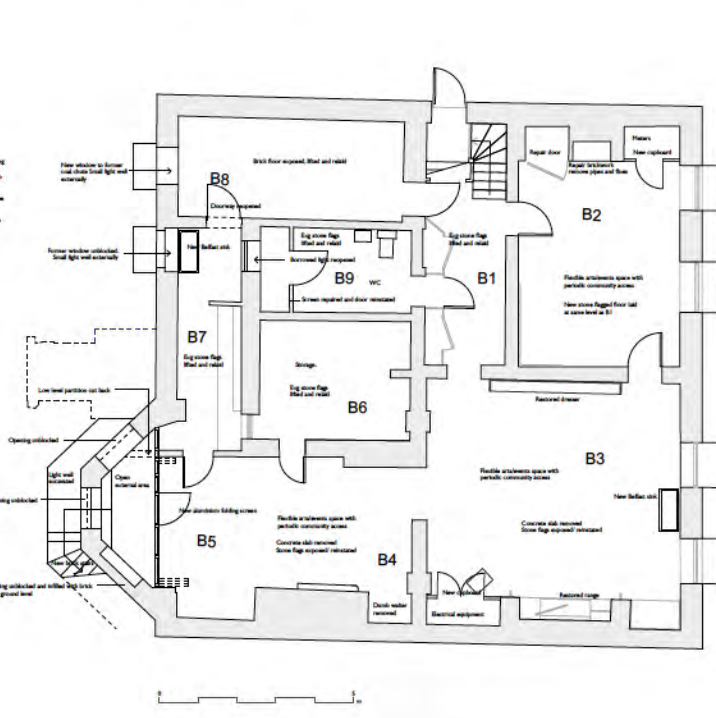
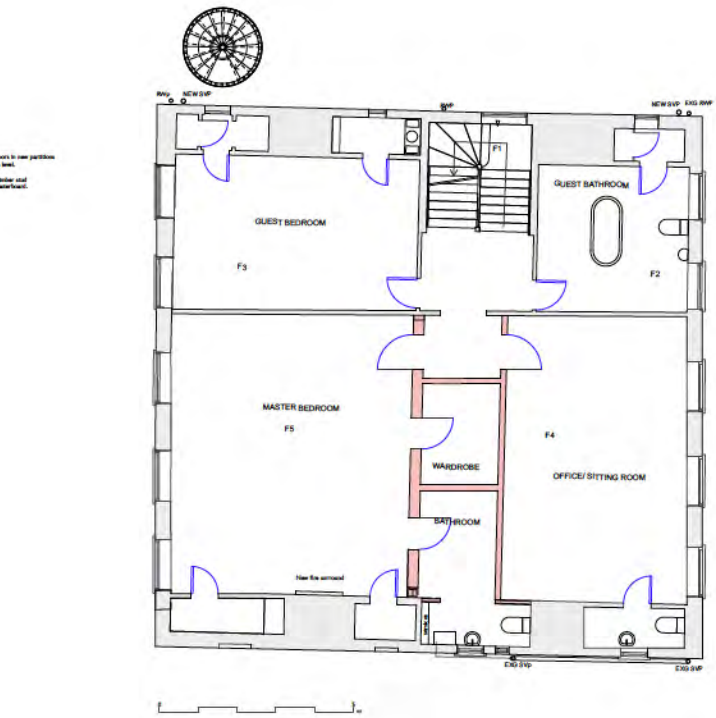
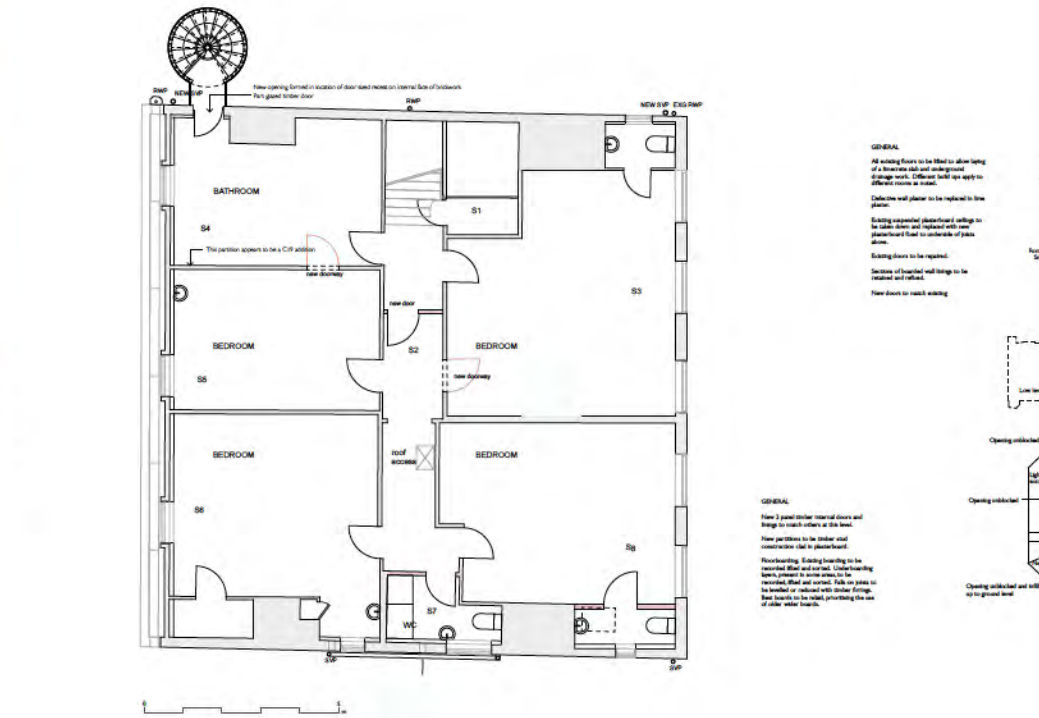
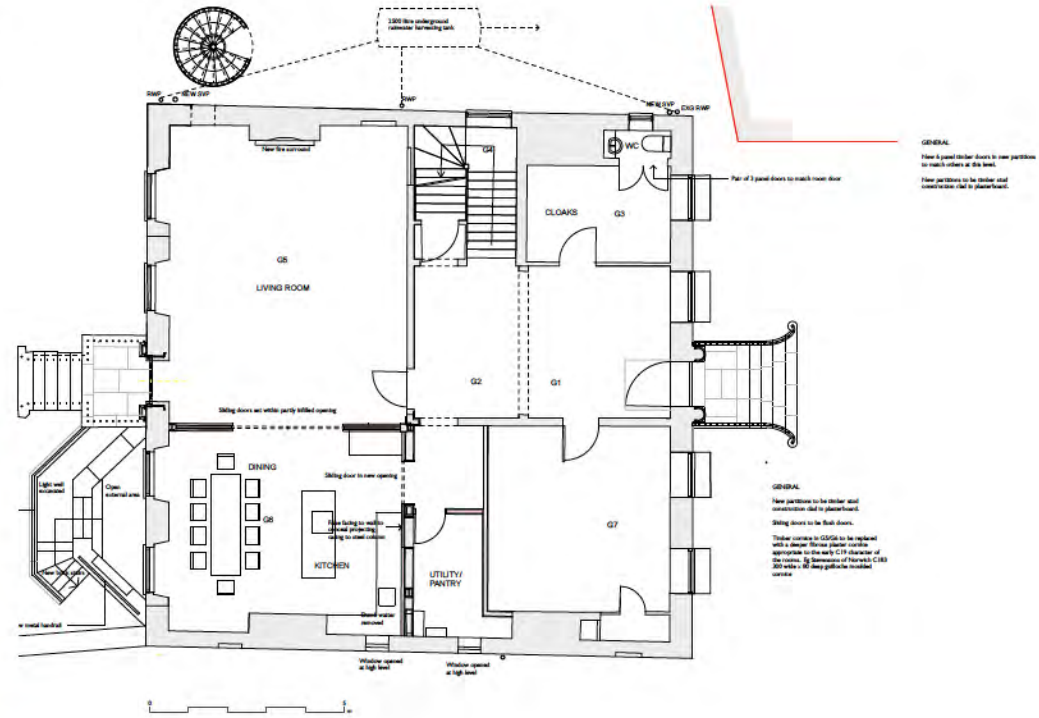
Development Description: Change of use to sui generis use, comprising single family dwelling on ground, first and second floors and community use with public access in the basement, including associated internal and external alterations, the erection of an escape stair and small outbuilding, landscaping and replacement of the front boundary gates and railings.

Thank you for your recent application for the above address on which a decision has now been made. The decision on your application is attached. Please carefully read all of the information contained in these documents.

Please quote your application reference number in any correspondence with the Council, either by post to the Hackney Planning Service, 1 Hillman Street, London, E8 1DY, by email to planning@hackney.gov.uk, or by phone to 020 8356 8062.

Yours sincerely
Natalie Broughton
Natalie Broughton
Head of Planning and Building Control
Climate, Homes and Economy

1 Consented ground floor plan by Rees Bolter Architects 2
Consented first floor plan by Rees Bolter Architects 3 Consented
ground second plan by Rees Bolter Architects 4 Consented
basement plan by Rees Bolter Architects 5 Notice of Listed
Building Consent granted March 2023







3

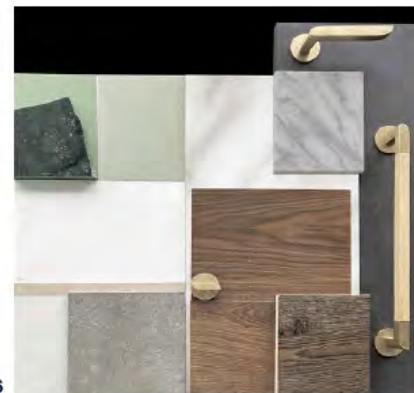


2



1

1 Entrance Hall collage view showing proposed painted treatment to low level panelling, with upper panelling left as found 2 Reference images: Vilhelm Hammershøi - Interior from the Home of the Artist 3 Music Room collage view showing proposed painted treatment to low level panelling, with upper panelling left as found with new beading and framing painted in chocolate brown 4 Entrance Hall collage view showing proposed painted treatment to low level panelling, with upper panelling left as found. Panelling beyond arch painted 5 Proposed new walnut lining shown next to existing panelling 6 Material Palette



6



5

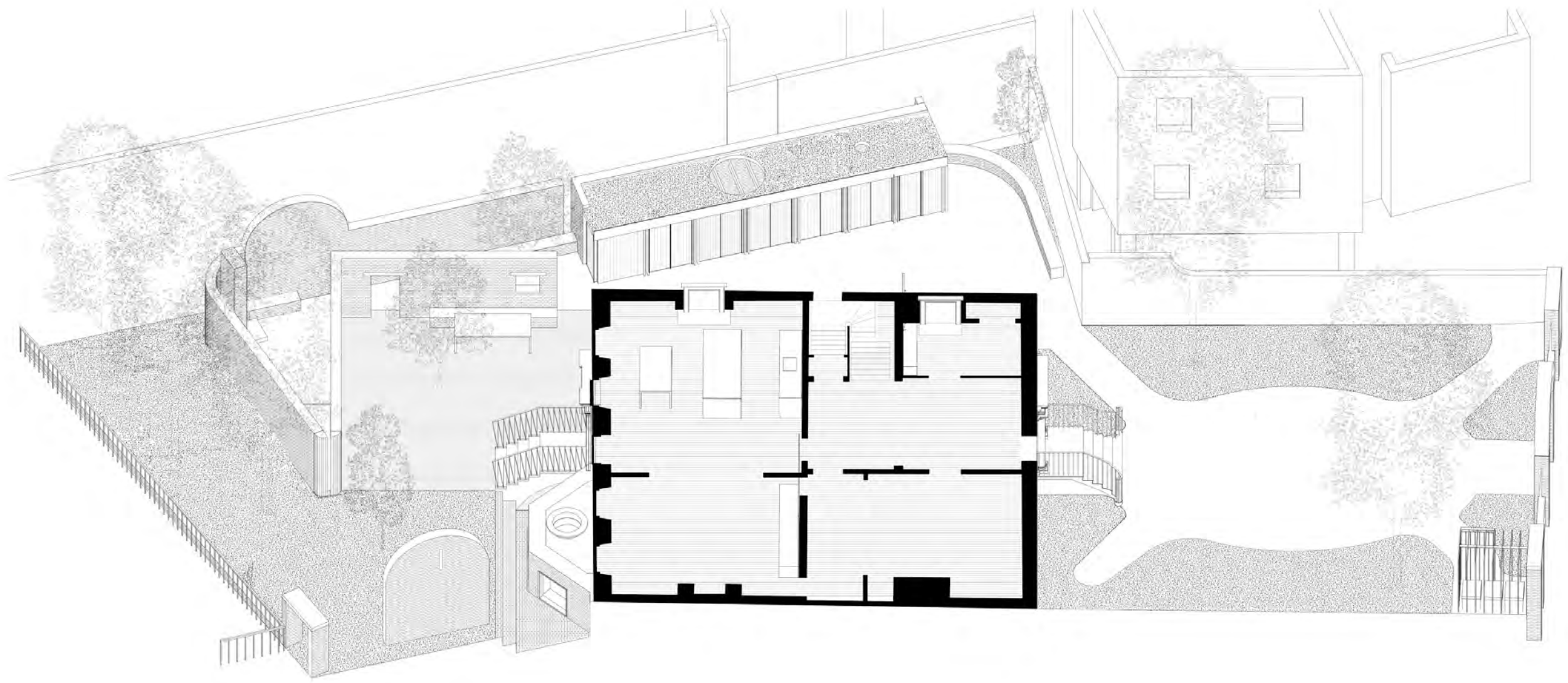
Historic Remnants

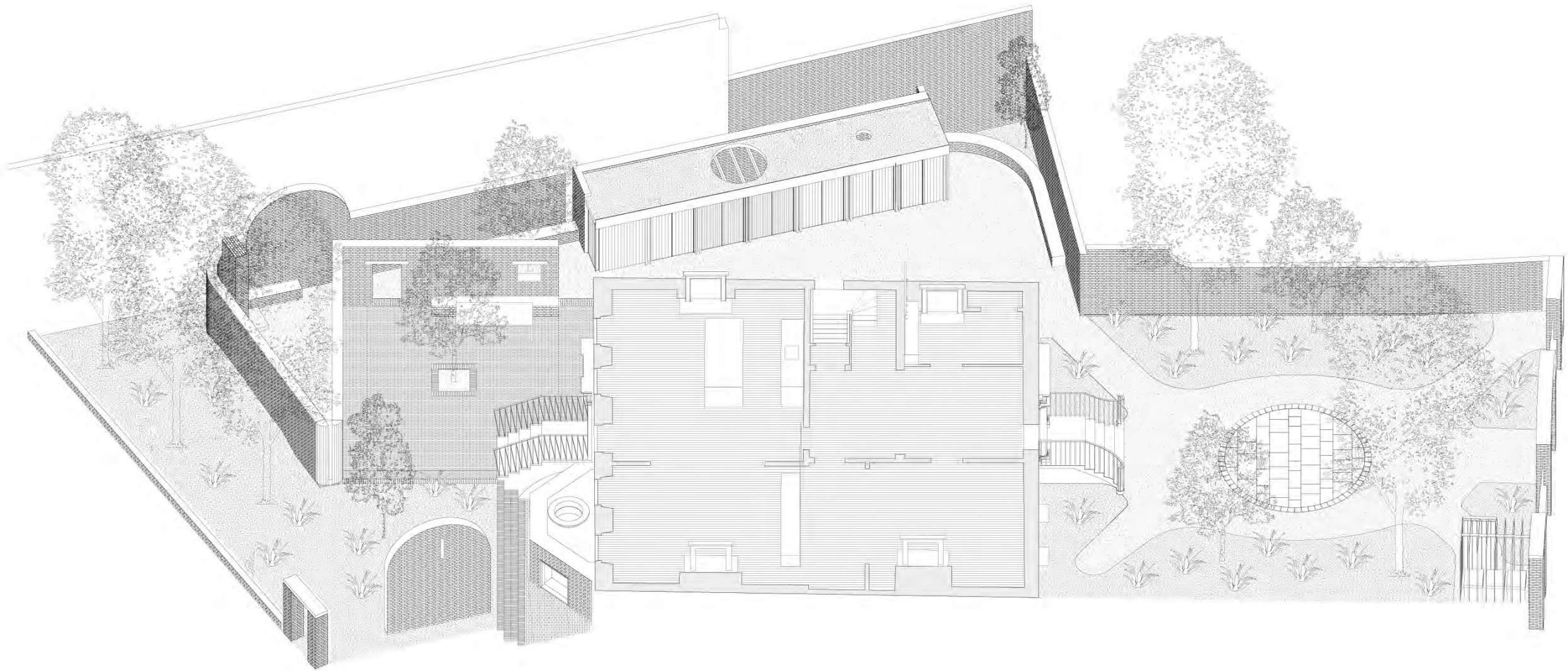
The most intact and complete panelling can be found in the entrance hall at ground floor. There are significant levels of lead in the paintwork in the house, which must be addressed (removed or sealed in) before it can be used as a dwelling. A lead-paint survey has been completed, with a report to follow, and specialist advice is being sought, which we will share in order to deal with the conditions when appropriate.

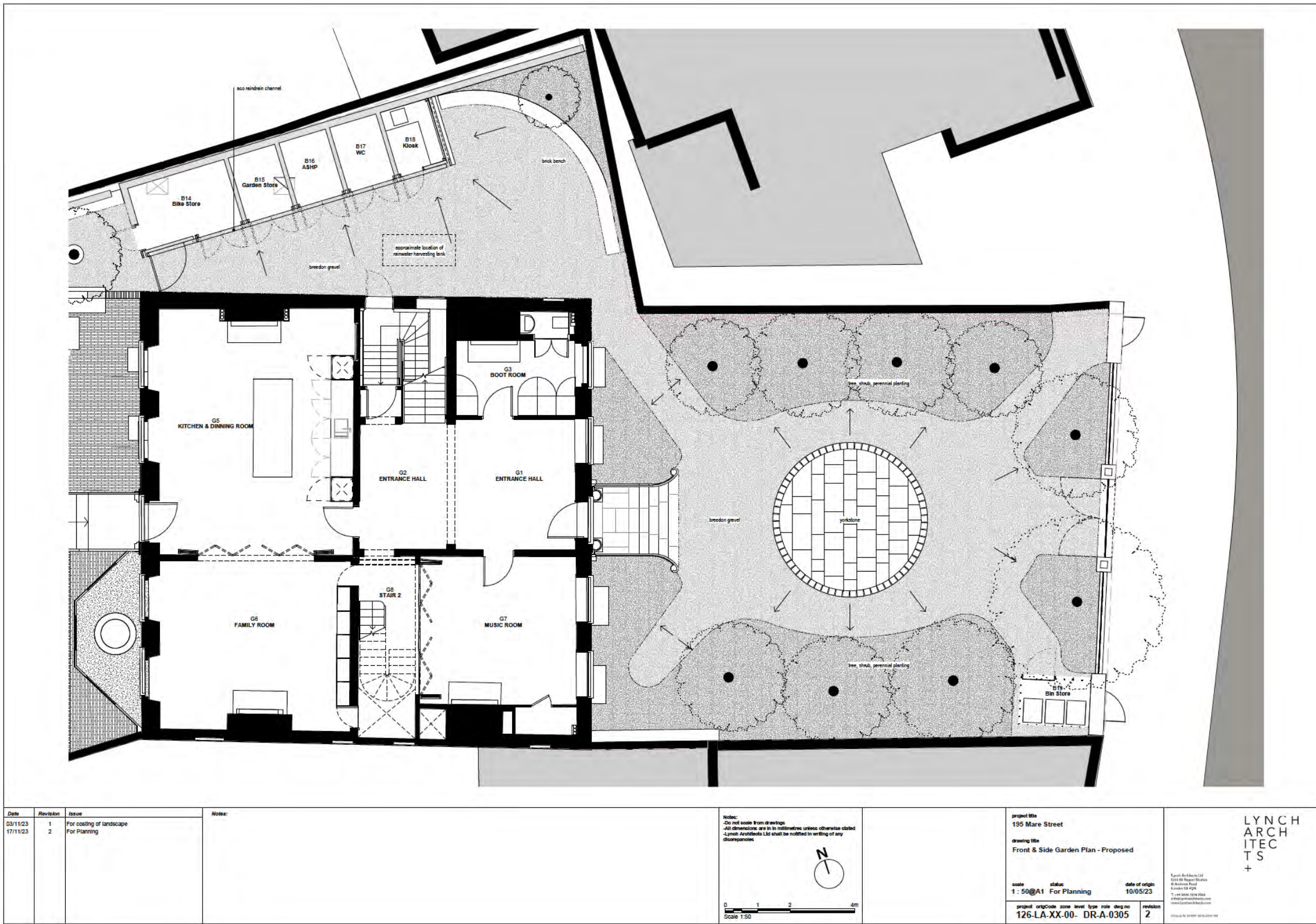
In the entrance hallway, our strategy is to paint the wainscotting, an area most susceptible to wear and tear, with Eggshell paint (RAL 9002), leaving the panelling above mostly as found, albeit sealed with a clear matte Envirograph layer (to seal and to retard the "surface spread of flame"). The painted wainscotting will extend to include the new replacement architraves and timber detailing forming the arch in the entrance hall. In the music room, accessed from the main entrance hall, the same strategy would apply to the wainscotting, whilst the new beading and frames to the upper level panelling will be painted in a chocolate brown. Floorboards would be retained where appropriate, and stained dark brown to homogenise the different timbers used with new areas of replacement boards (for example in the "newer" rear rooms).



4



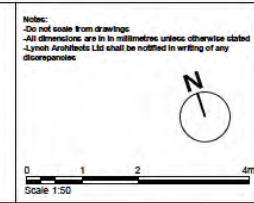




Date	Revision	Issue	Notes
03/11/23	1	For costing of landscape	
17/11/23	2	For Planning	

Notes:

Do not scale from drawings
 All dimensions are in millimetres unless otherwise stated
 Lynch Architects Ltd shall be notified in writing of any discrepancies



project title
 195 Mare Street
 drawing title
 Front & Side Garden Plan - Proposed

code	status	date of origin
1:50@A1	For Planning	10/05/23

project code level type role design revision
 126-LA-XX-00- DR-A-0305 2

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Thresholds and Layers

The Mare Street garden wall and gates are in a poor state and will need to be rebuilt in order to accommodate the new uses on site. Two smaller gateways sit to the edge of the street facade accommodating the day-to-day entrance to the house and arts centre (to the northern site boundary) and a bin store (to the south), with a central gateway topped with an archway. This will be formed from fine, pre-cast concrete as will the lintels above the two side gateways. These gateways house two new timber (painted, Tounge-in-Groove) outward opening doors. The brick piers at either side of the gates will accomodate door bells, letter boxes, etc., with lighting in the underside of the new concrete elements, along with illuminated signage. New brickwork will match the recently constructed southern boundary wall constructed in the rear garden, i.e. Weathered Furness Autumn Haze (NHL 3.5 mortar comprising 1 parts NHL 3.5 lime to 1 parts coarse sharp sand and 2 parts Leighton Buzzard sand).



1



2



3

1 1:25 model photograph showing proposed east faacde on Mare Street with new wall and gates **2&3** Views showing proposed new pre-cast concrete arch above the main entry gateway on Mare Street (day & night)





Thresholds and Layers

The house sits within a series of layers of walls and gateways, and we wish to exaggerate and to emphasise this layering in order to create a civic garden to Mare Street, with a more private garden to the rear. This duplicity is not absolute though, as the family will of course pass through and in-between each space, as it is their home. Repetition of elements, types and materials will help to unify the building and its landscape and artworks into a coherent whole. In unifying gardening and art, with conservation design and architecture we seek to combine ambiguously new and old elements. In sum, we are seeking to create a Gesamtkunstwerk; an atmosphere that is at once homely and civic, expressive of the twin characteristics of the house as dwelling and arts centre; and to create spaces that are capable of transformation in use into garden rooms for performances and dinners, both intimate and more public occasions. In maintaining the layers of historical fabric alongside new surfaces, we aim to create a coherent spatial experience that reveals the age of various parts of the house as one moves through it.

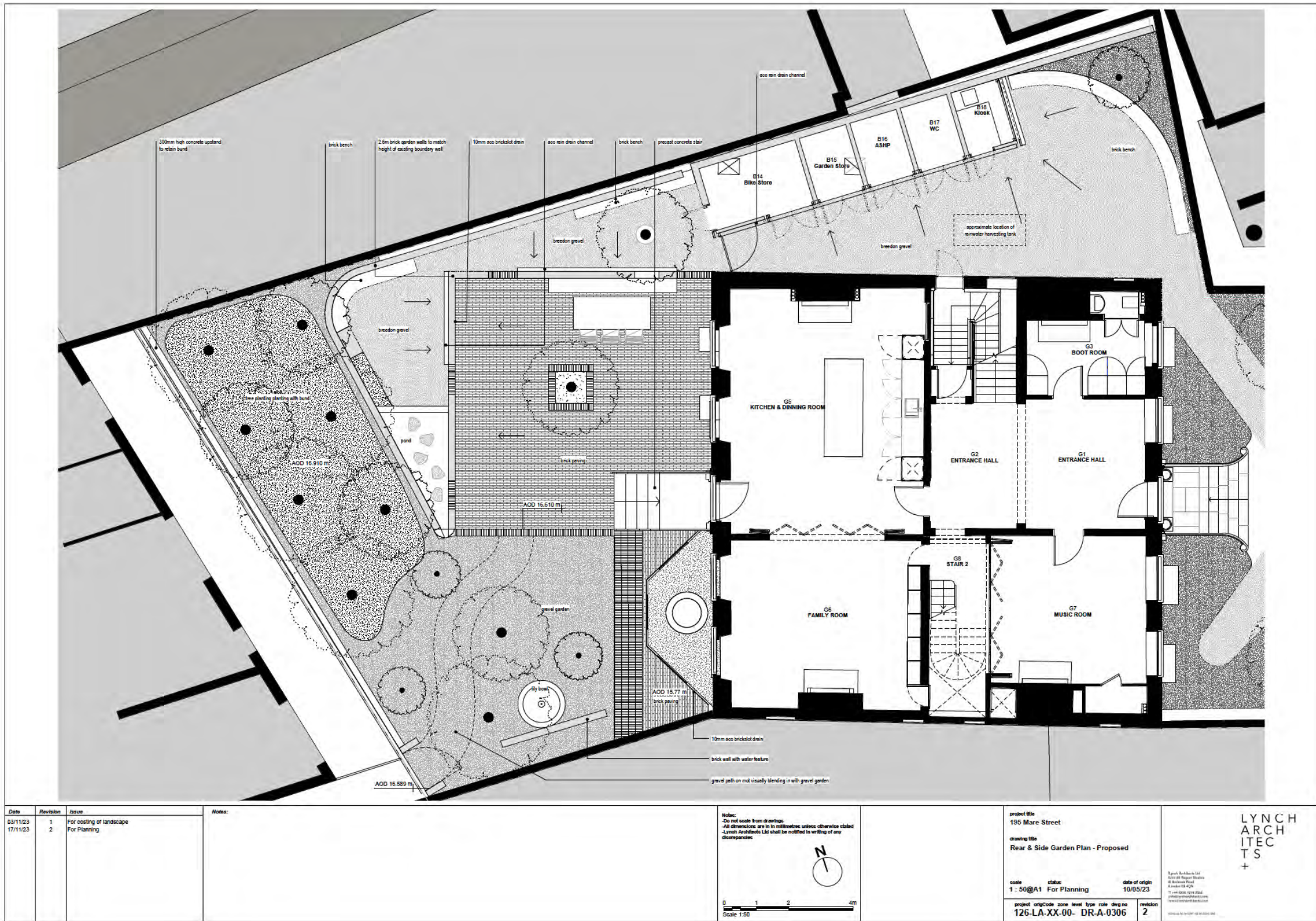


1



2

1 Existing view through the house from front garden 2 View showing the proposed new garden walls in the rear garden glimpsed through the entrance archway



Date	Revision	Issue
03/11/23	1	For costing of landscape
17/11/23	2	For Planning

Notes:

10mm eco brickdral drain
 brick wall with water feature
 gravel path on mat visually blending in with gravel garden

Notes:
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project title
 195 Mare Street
 drawing title
 Rear & Side Garden Plan - Proposed

scale 1:50@A1 For Planning
 status
 date of origin 10/05/23

project origCode zone level type role dwgno
 126-LA-XX-00- DR-A-0306
 revision 2

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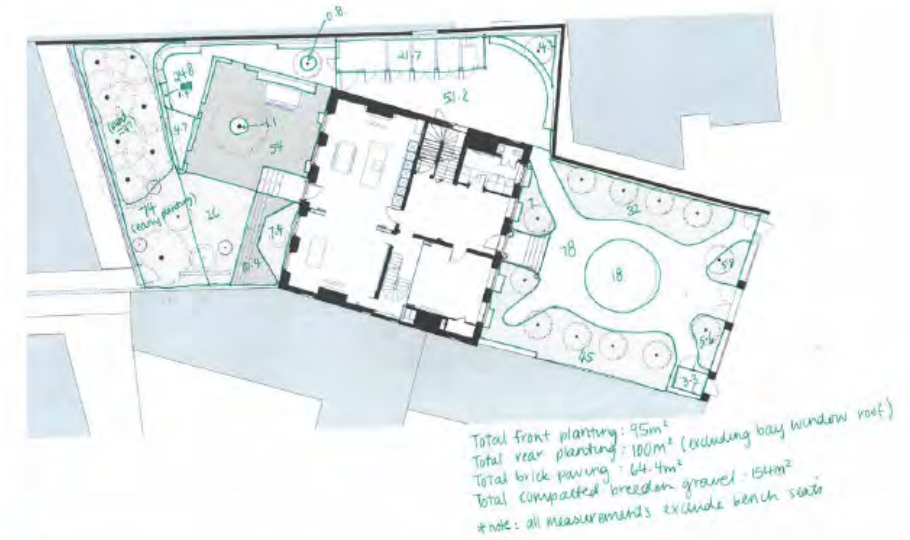


1

A permeable brick-paved courtyard sits beside the rear facade of the house, acting as a garden room. The stone lintels in the new brickwork garden walls will be made from re-used pieces of stone previously used on site. Other stone pieces will be re-used as stepping stones inside the shallow pond.

The specifications of the garden walls themselves will match the recently built boundary wall to the south, and the proposed new boundary walls and piers to Mare Street. This will unify the different parts of the garden and the elements within it not only in terms of height, but also in terms of material.

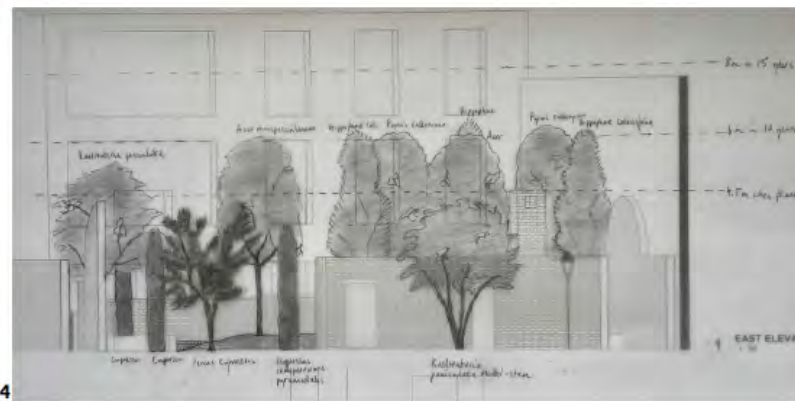
The majority of the external areas will be a fully permeable build up of imported soil with planting, with adjacent compacted gravel paths sloping towards and irrigating these planted areas. The brick terrace will be permeable paving.



3



2



4

1 Collage view looking west from the back door 2 Sketches of proposed rear garden walls 2.6m tall 3 Sketch plan of the proposed gardens 4 Elevation drawing of proposed rear garden walls, looking west, showing semi-mature trees planted at the boundary line with the neighbouring apartments benefitting the outlook from both sides



Fragments and Memory

We know that previously the rear of the house was filled with various structures over the course of its life - wash houses, privvies, and most recently a concert hall. We have taken inspiration from this and propose to create a memory garden made up of fragments of imaginary older structures, a new ruin. The existing, badly damaged and cut stone steps to the rear of the house will be replaced with a new pre-cast concrete stair connecting the rear of the house to the garden. The stone steps will be re-used as lintels over the openings in the brick walls. A water feature in front of the southern boundary wall will provide gentle background noise via water falling from a spout into a water bowl, adding a layer of oral privacy.



1 Collage view looking south 2 Model photograph of proposed rear garden looking south

1

2

Thresholds and Layers

A brick chimney is proposed as part of the garden walls. This is primarily an ornamental element suggesting previous uses. It could occasionally be used as a barbecue.



1



2

1 Collage view looking south from within the layers of new brick walls with an "ornamental/ruined" brick fireplace on the right 2 Collage view looking north - dusk



Analogical Types - A Barchessa

To the north of the house a third garden room will be created housing a timber wall building and planting. The timber structure accommodates a series of practical functions including a bike shed, a garden store, the airsource heatpump, an ambulant disabled WC and an external servery to enable the side and front gardens to be used for public events related to the arts centre housed in the lower ground floor. These sorts of Bar-like structures are typical of the grand houses which would have acted as the model for the creators of 195 Mare Street, whereby "barchessa" sit to the side of the main structure housing a variety of quotidian uses in a discrete manner. Often modest buildings, these service wings are characterised by repetitive structural bays that lend an air of quiet dignity.



1 Collage view looking west with the house on the left and the proposed new timber garden structure on the right 2 Collage view looking east from the rear garden 3&4 Photographs of two barchessa in Italy: showing the bar-like structure in relation to the grand house that it serves and the simple yet dignified appearance that is typical of this typology

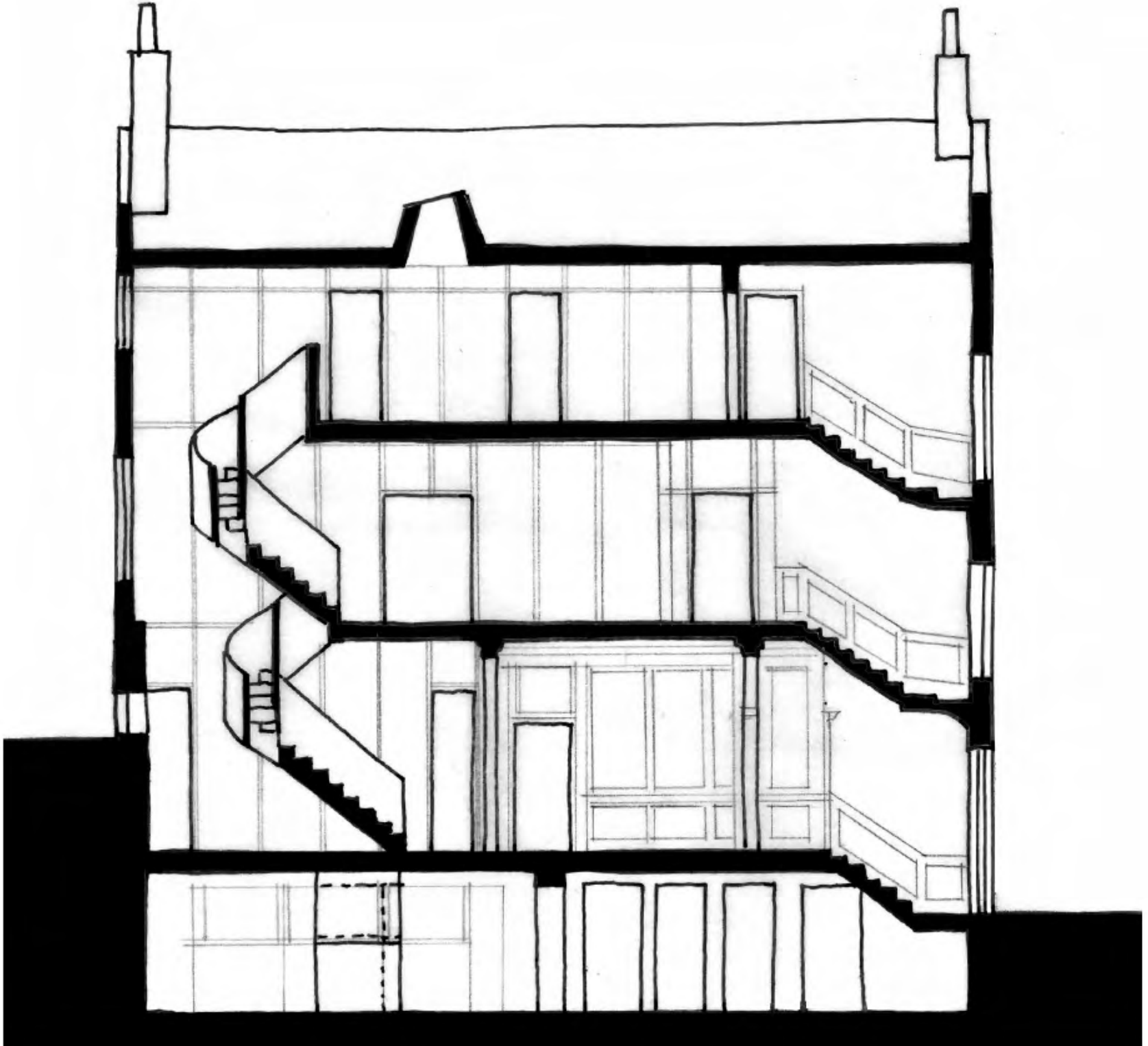
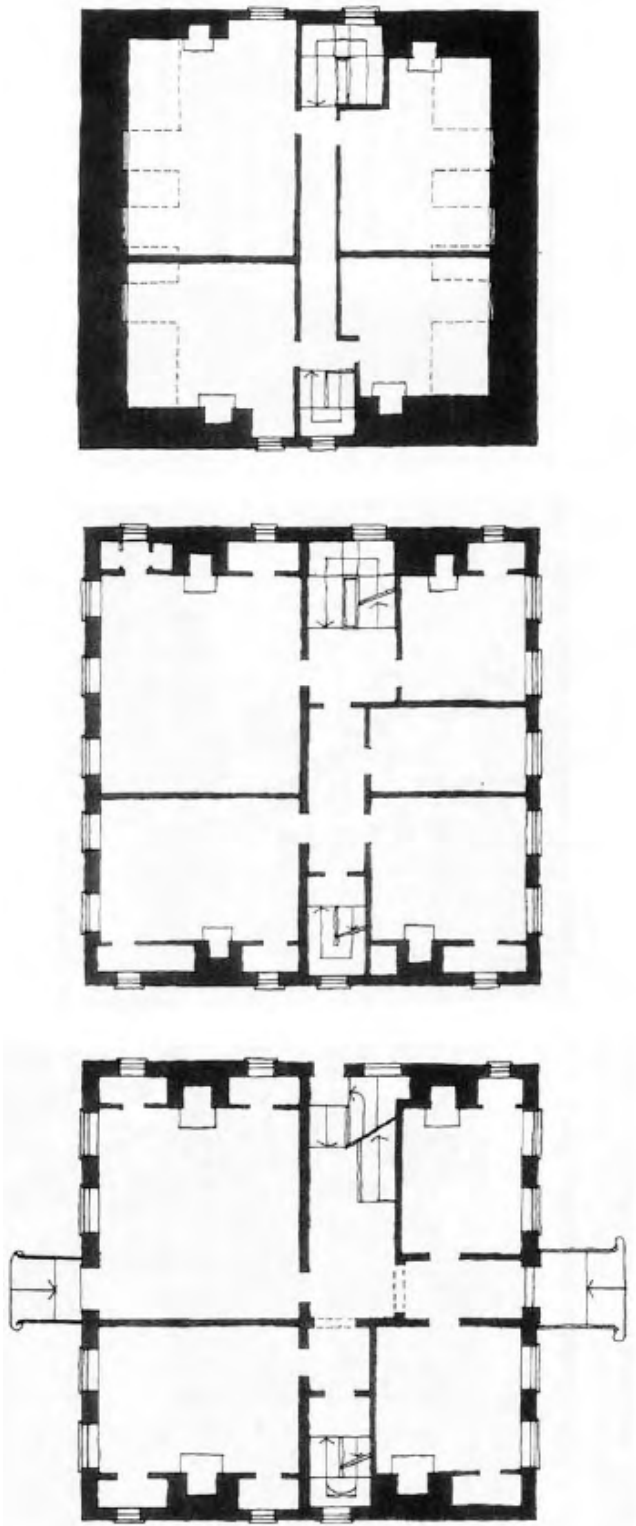


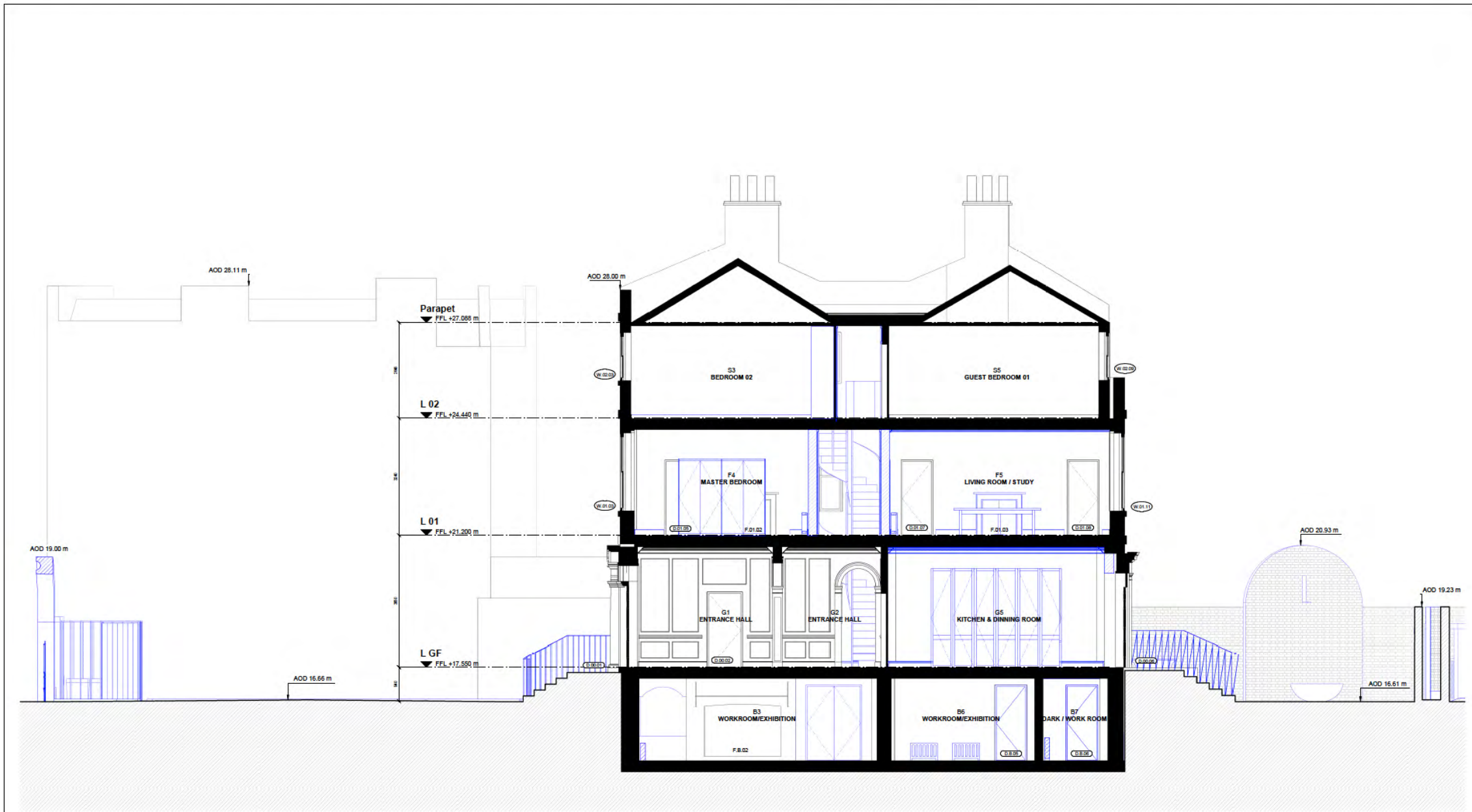
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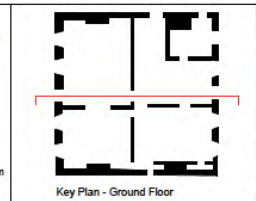




Date	Revision	Issue
10/05/23	1	Draft Issue
17/11/23	2	For Planning

Notes:

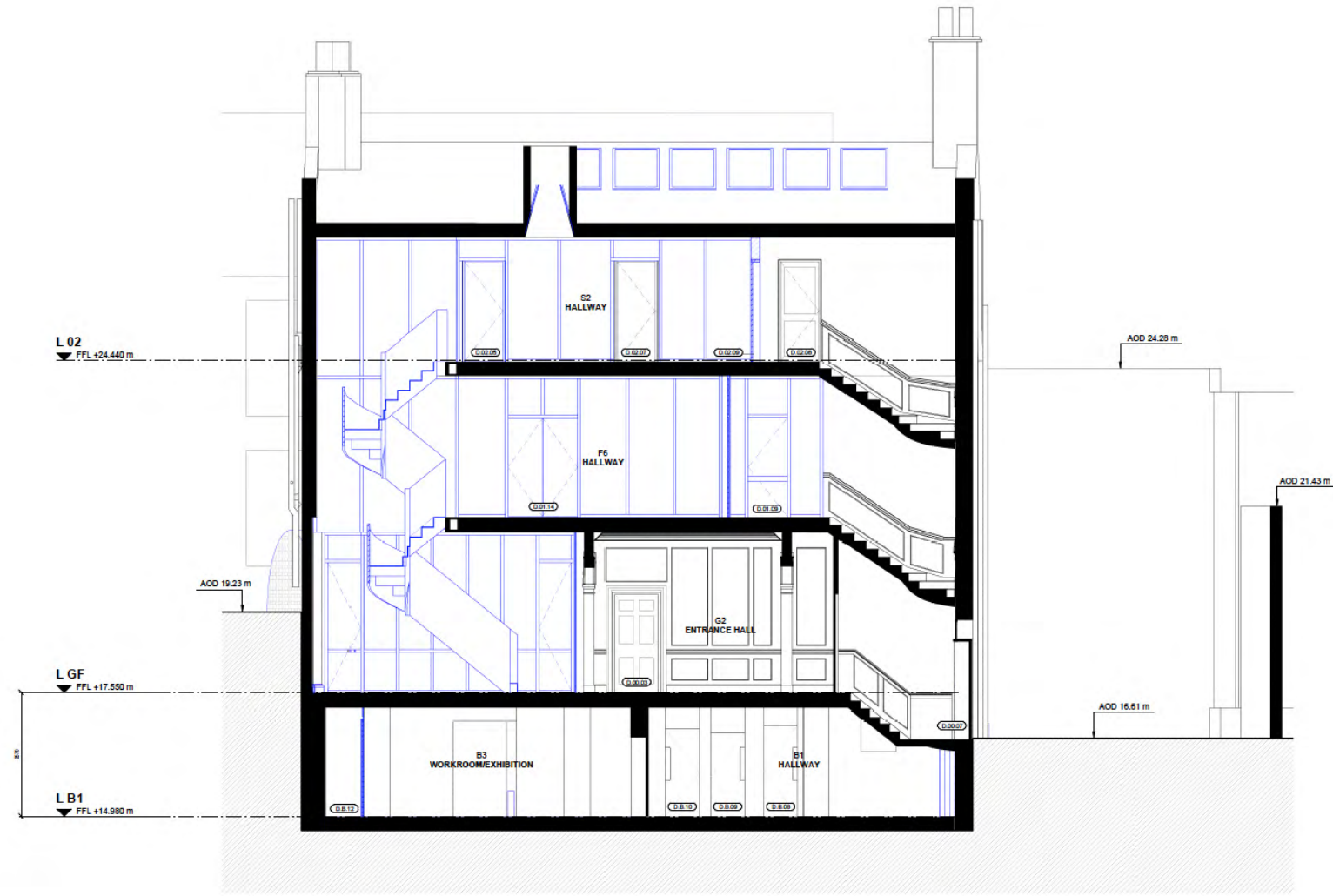
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project title
 195 Mare Street
 drawing title
 Section AA - Proposed
 code 1:50@A1
 status For Planning
 date of origin 06/07/23
 project code zone level type role des no
 126-LA-XX-XX- DR-A-0320
 revision 2

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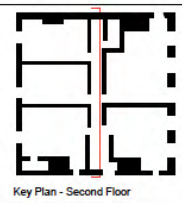
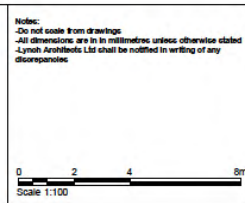
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 E: info@lyncharchitects.com
 www.lyncharchitects.com



Date	Revision	Issue
10/05/23	1	Draft Issue
17/11/23	2	For Planning

Notes:

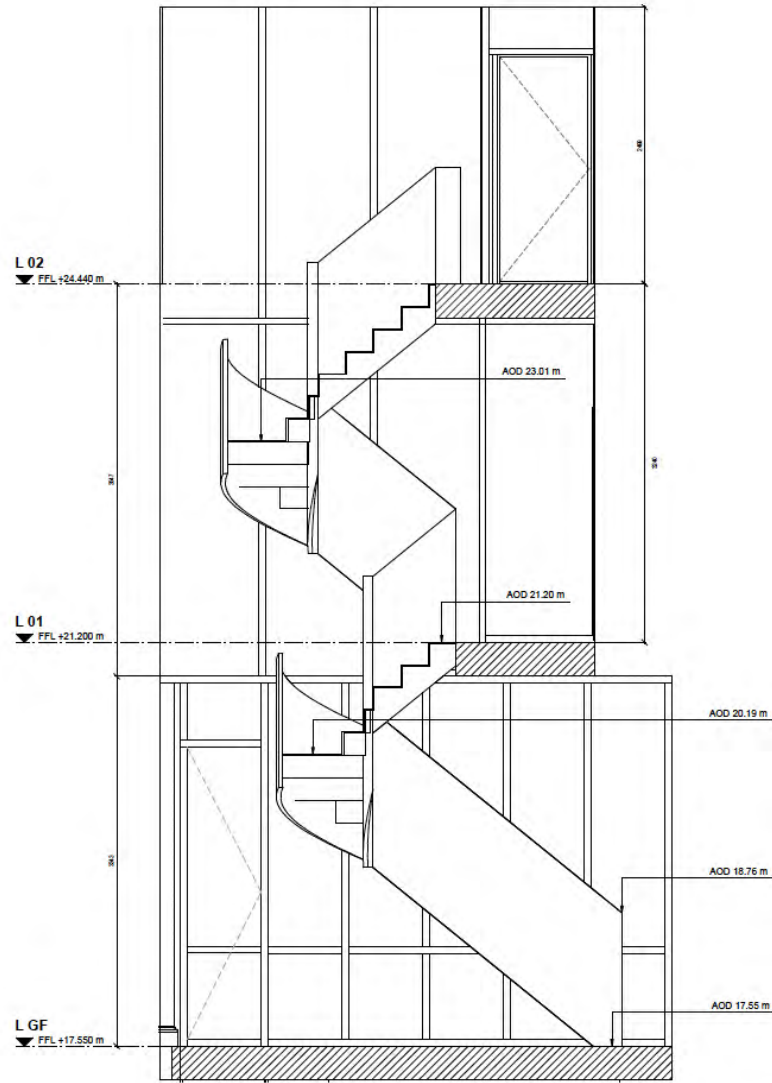
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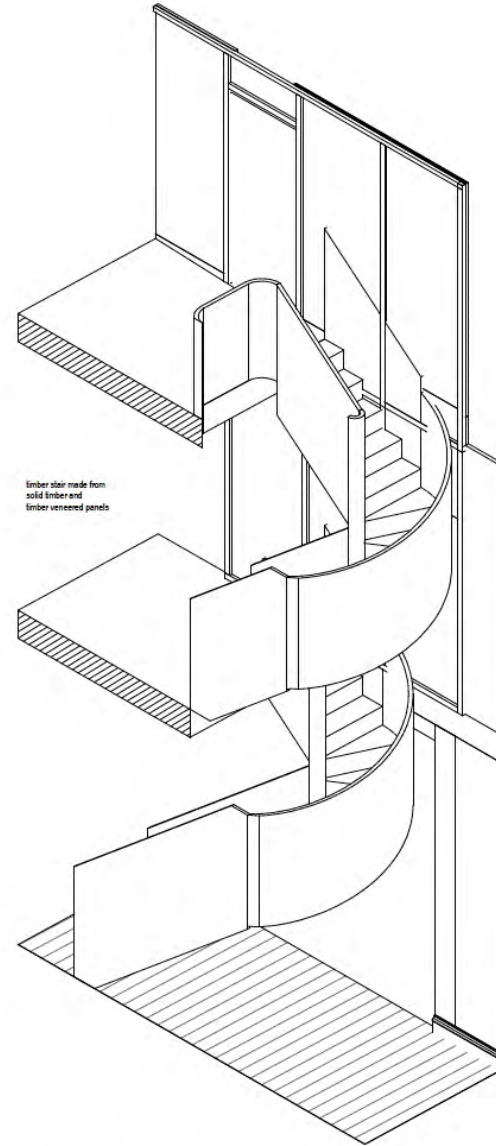
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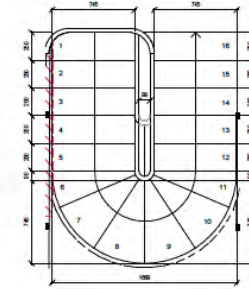
Lynch Architects Ltd
 100 St. James Street
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 Company No: 10489116, VAT: 264010000



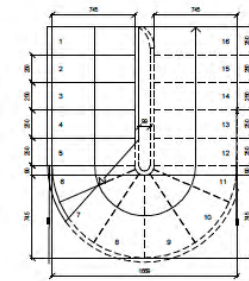
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1:25



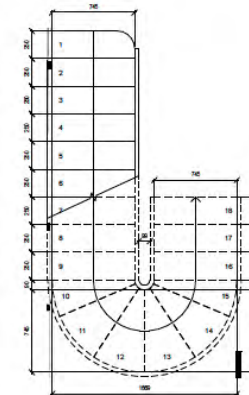
2 STAIR 2 AXO VIEW



5 STAIR 2 - SECOND FLOOR PLAN
1:25



4 STAIR 2 - FIRST FLOOR PLAN
1:25



3 STAIR 2 - GROUND FLOOR PLAN
1:25

Date	Revision	Issue	Notes:
17/11/23	1	For Planning	

Notes:

Note:
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Scale 1:25

project title
195 Mare Street

drawing title
Proposed Stair 2

scale
1:25@A1

status
For Planning

date of origin
11/03/23

project code zone level type role dwg no
126-LA-XX-XX- DR-A-0443

revision
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project title
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drawing title
Proposed Stair 2

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status
For Planning

date of origin
11/03/23

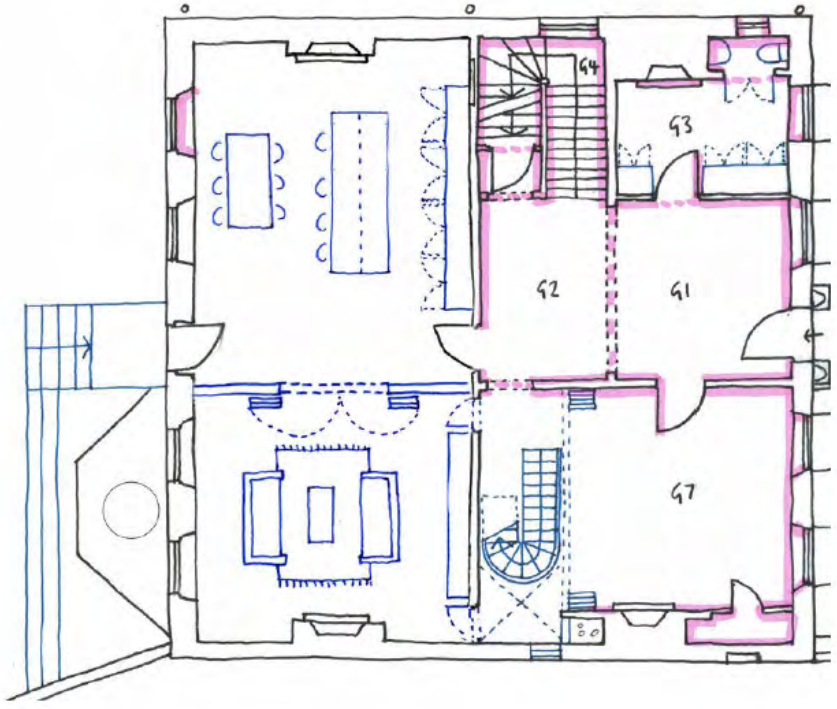
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revision
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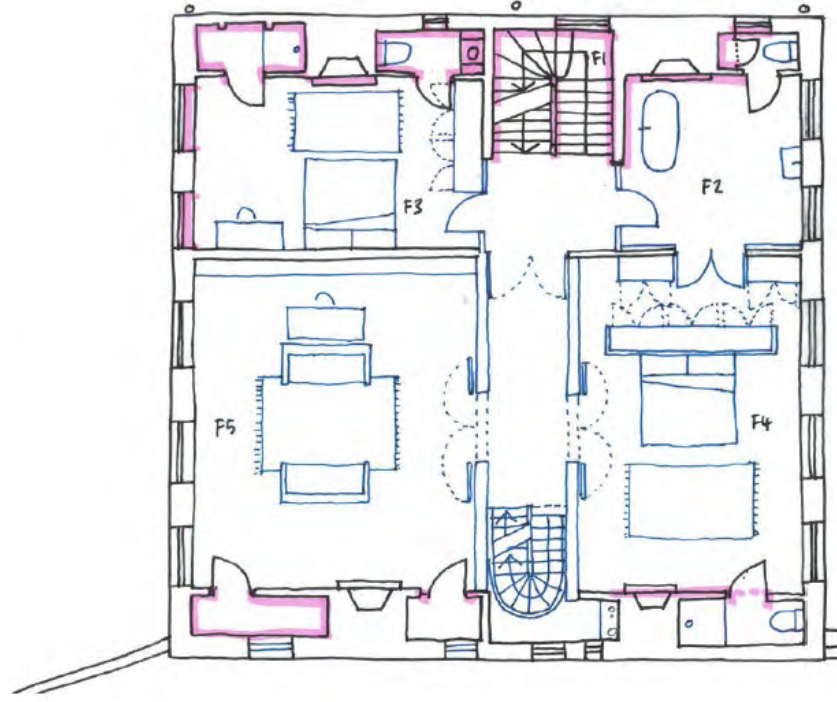
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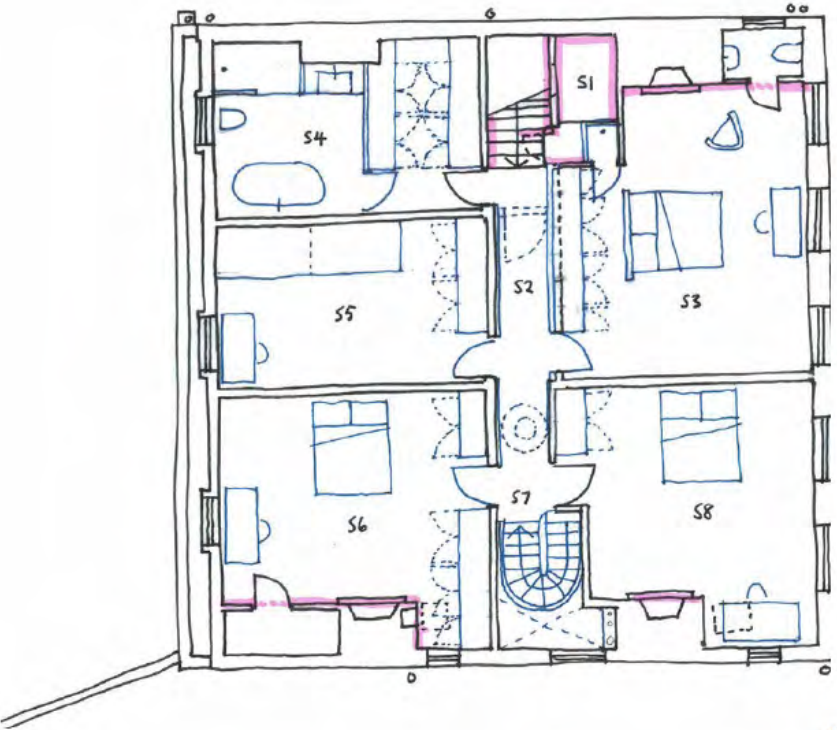
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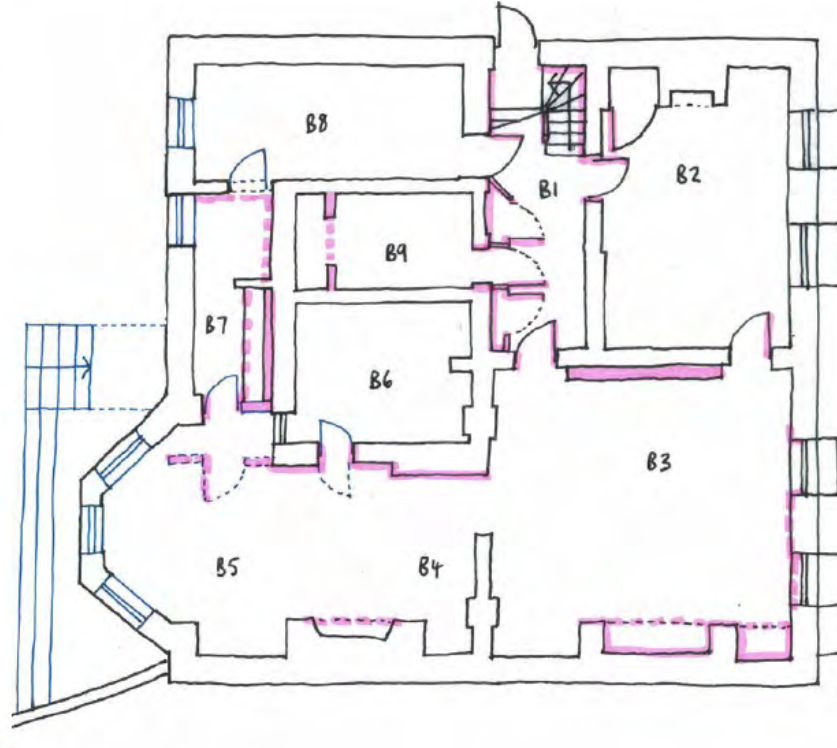
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3



4

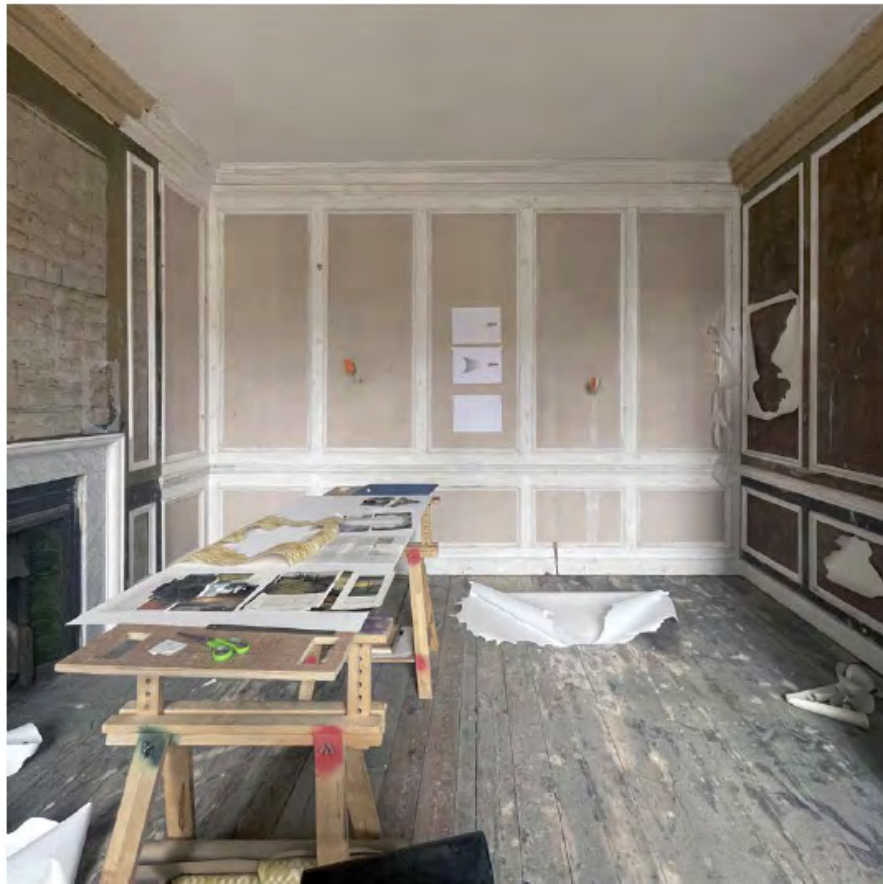


1



2

The recently installed partition at the rear of room G7, the music room, is replaced with a new folding timber partition that allows this room to be closed for separate use, or opened up to the new staircase with a connection to the living room beyond.



2



1





1

The blocked up fire place in the ground floor living room G6 will be opened up and provided with a sympathetic surround and mantelpiece.



2

The re-introduced first floor hallway will be lined with timber panelling into which doors to rooms are incorporated. The space is lit at both ends via windows within the existing stairwell to the north and the new stair to the south. The new panelling continues the historic principle with simplified contemporary detailing.



2



1



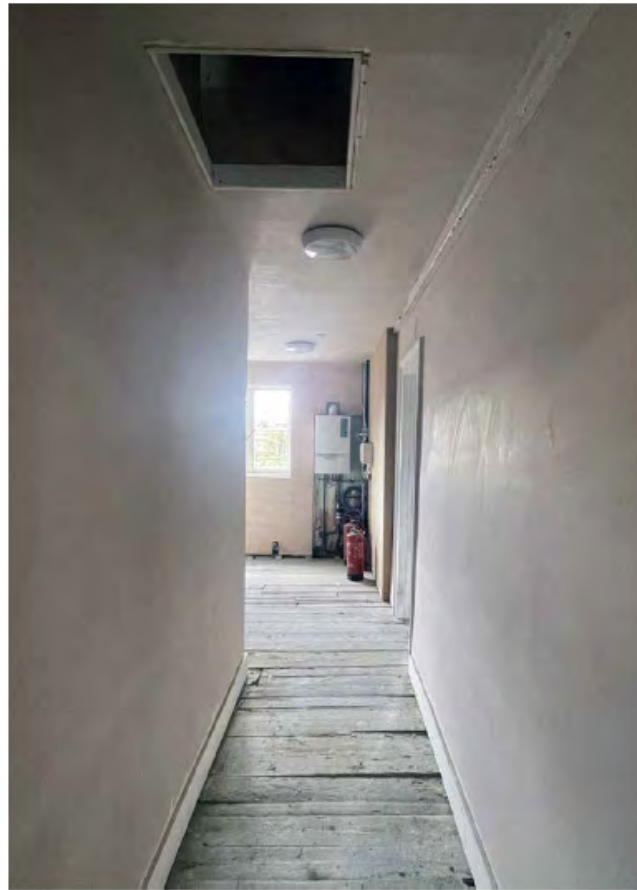
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The doors into master bedroom F4 and living room/study F5 can be folded back fully, providing a spatial experience of an enfilade, rather than a corridor plan.



2

The timber wall panelling will be continued within the second floor hallway, incorporating a remodelled skylight at the top of the new stair.



2



1

The west facing first floor room will become a study and living room, its fireplace completed with a sympathetic mantelpiece and utilised for air supply via MVHR – a strategy employed throughout the house.

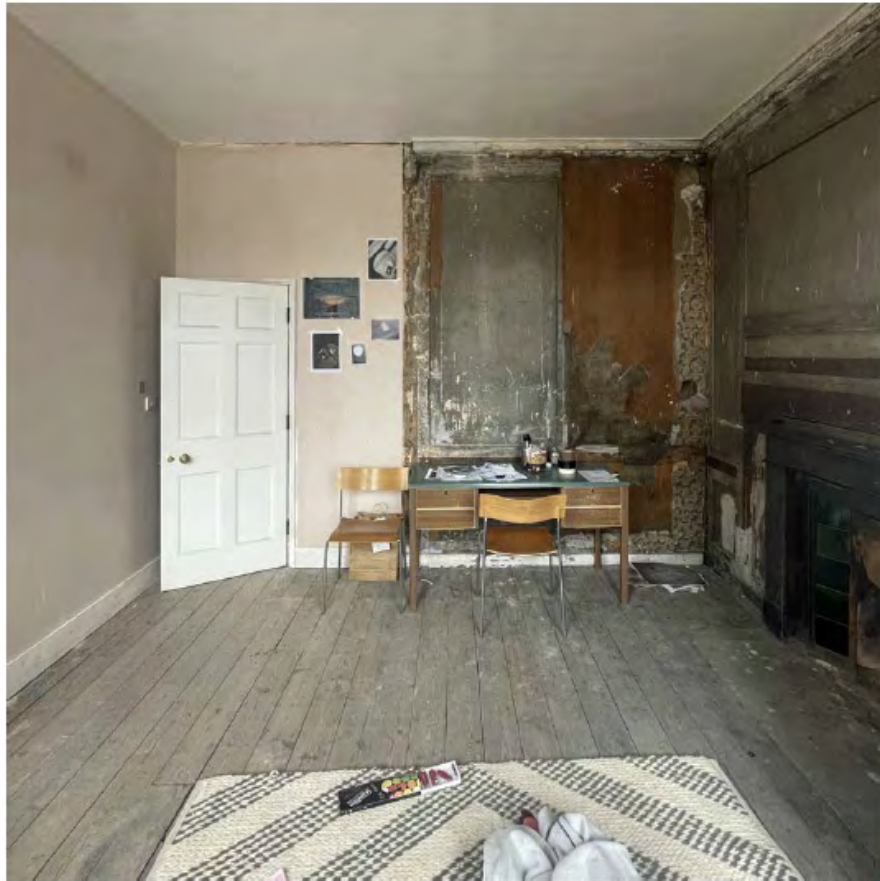


2



1

The existing historic fabric in the first floor room F2 is protected below a layer of clear glass and complemented by modern timber wall panelling. Sanitary ware is introduced sensitively to enable use as bathroom.



2



1

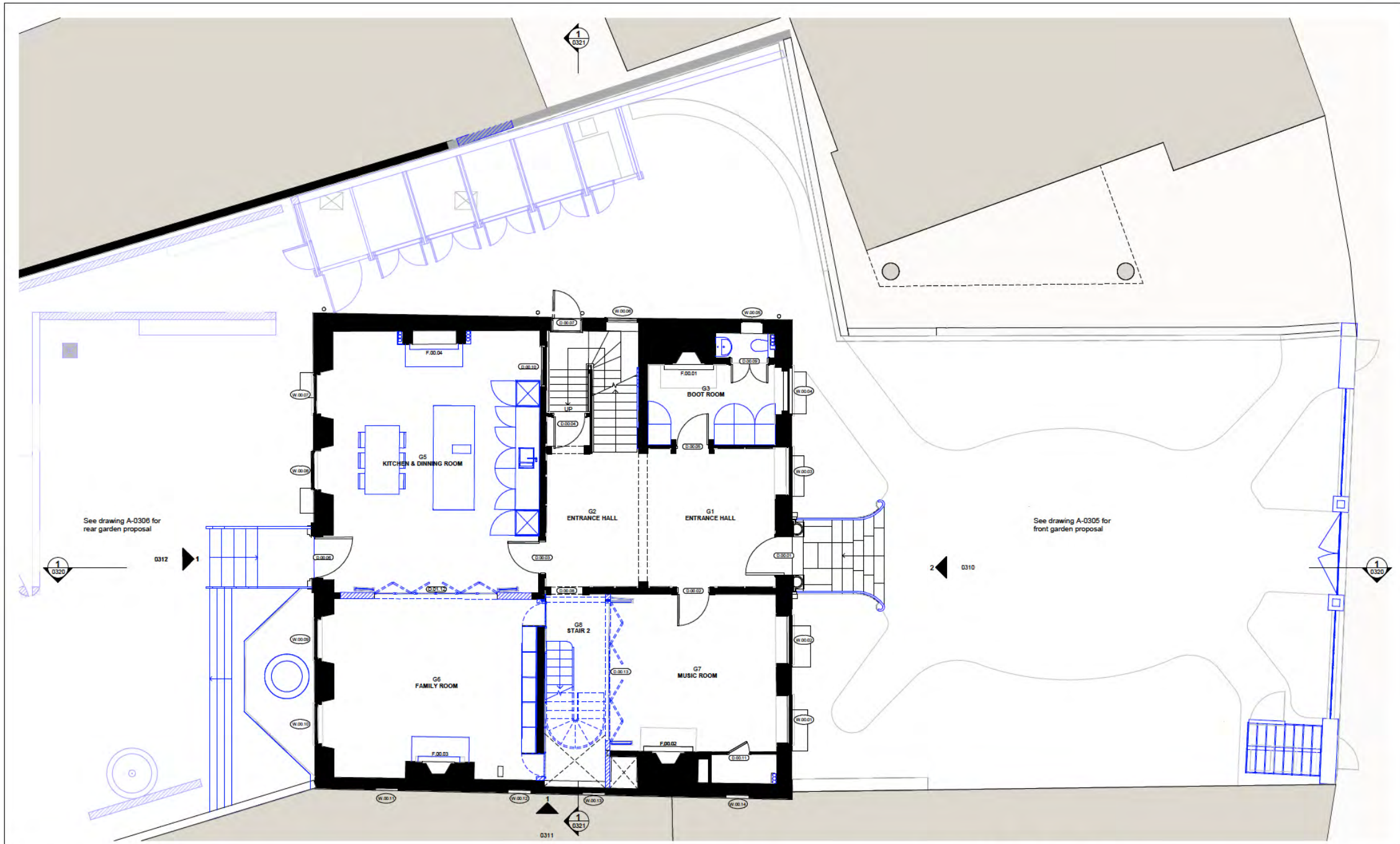
In the majority of basement rooms the existing concrete floor topping will be removed and replaced with re-claimed Yorkstone similar to the existing Yorkstone floor in B1, B7 and B9. External walls will be thermally insulated with breathable insulated plaster. These fabric improvements, together with good heating via radiators and ventilation will address the existing damp conditions and help create habitable rooms for community art use. Historic features such as the cooking range will be kept and restored.



2



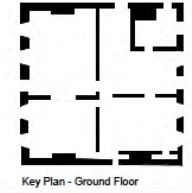
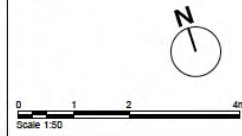
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Date	Revision	Issue
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17/11/23	2	For Planning

Notes:

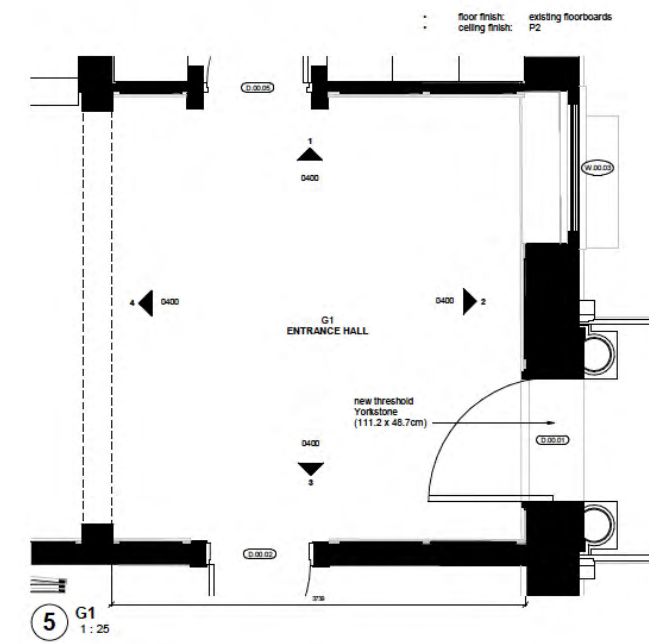
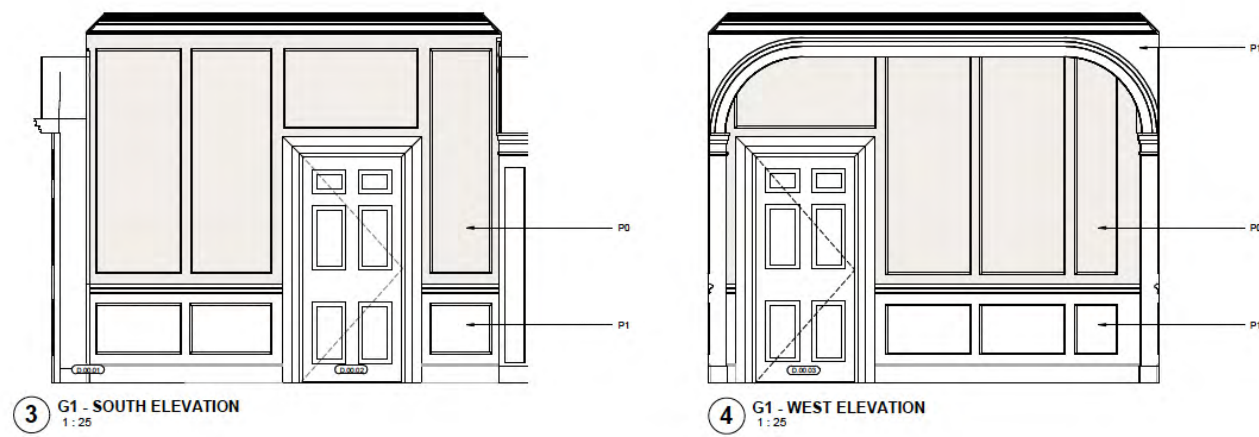
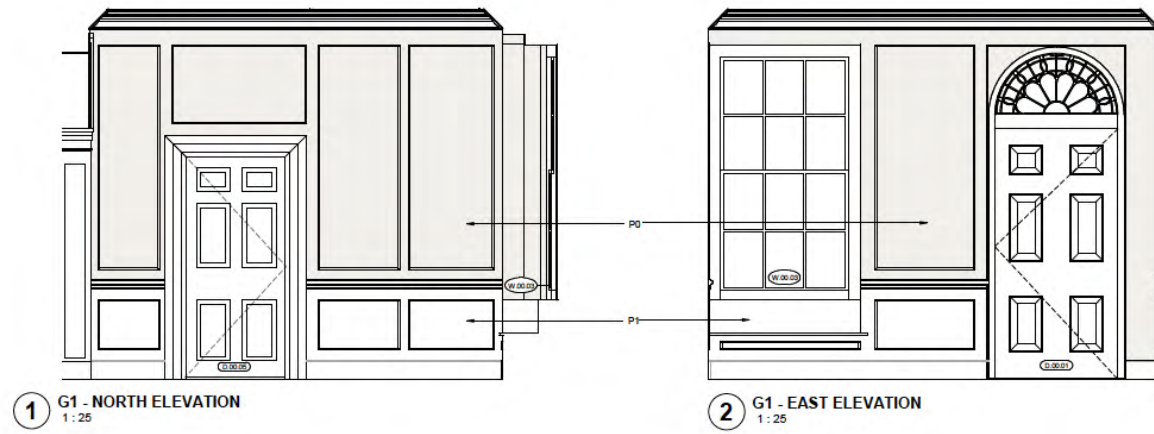
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project title 195 Mare Street		date of origin 06/07/23	
drawing title Ground Floor Plan - Proposed		revision 2	
scale 1:50@A1 For Planning	status For Planning	project code 126-LA-XX-00- DR-A-0300	zone level type role desig no DR-A-0300

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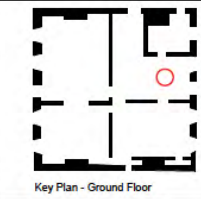


Date	Revision	Issue
17/11/23	1	For Planning

Notes:
 P0 Timber surfaces left as existing (clear fire treatment tbc.)
 P1 Timber surfaces - Eggshell paint
 P2 Matt emulsion paint on plasterboard

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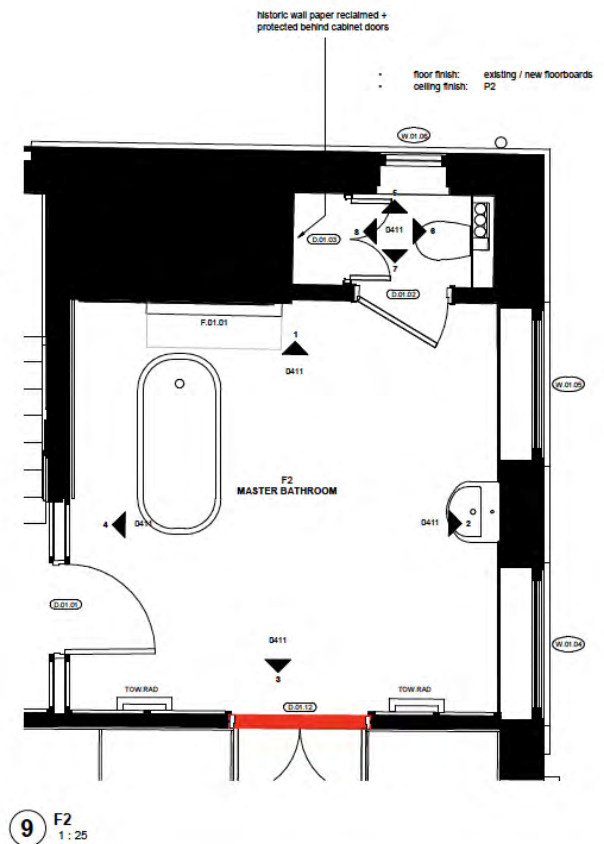
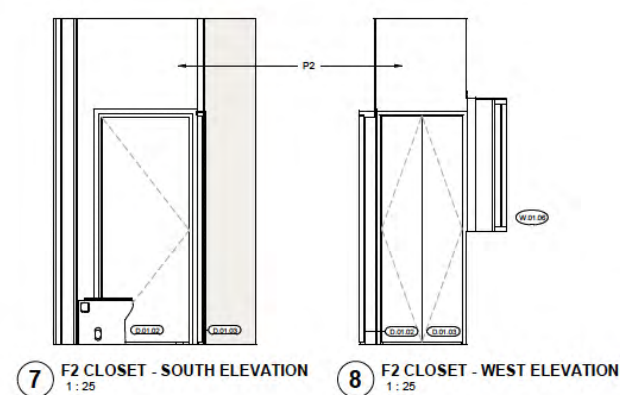
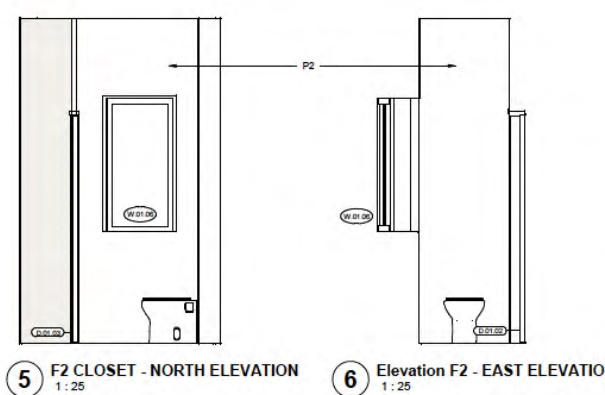
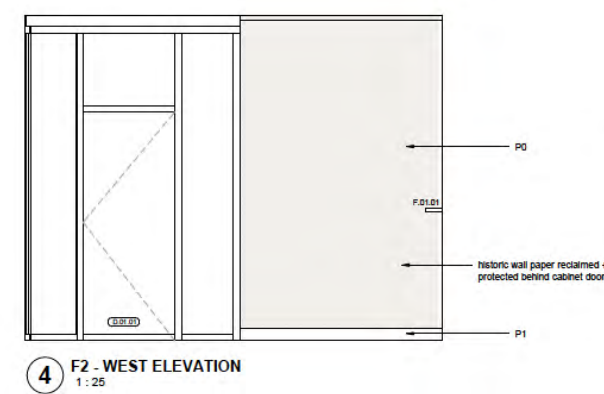
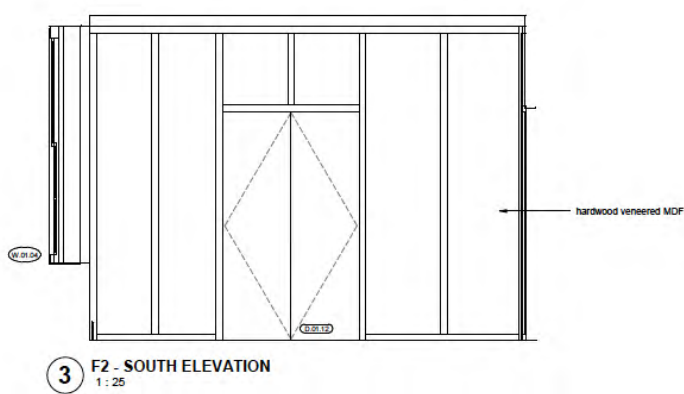
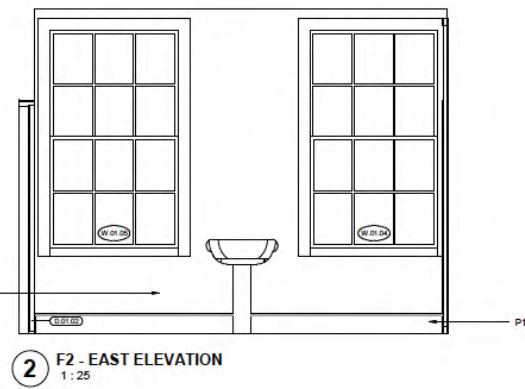
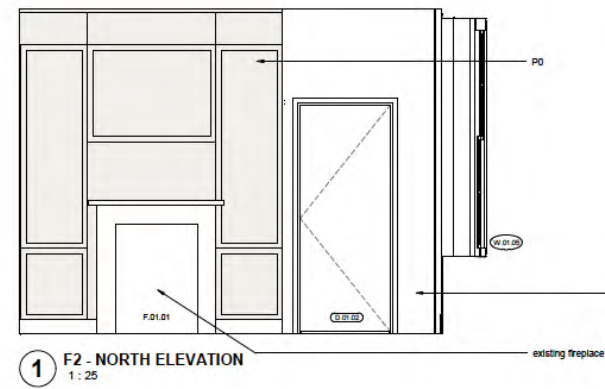
Scale 1:25



project title
 195 Mare Street
 drawing title
 Internal Elevations - G1
 scale 1:25@A1
 status For Planning
 date of origin 05/19/23
 project code zone level type rate dreg no
 126-LA-XX-00- DR-A-0400
 revision 1

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Date	Revision	Issue
17/11/23	1	For Planning

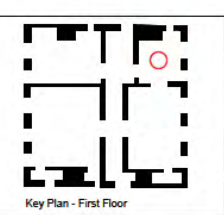
Notes:

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- P1 Timber surfaces - Eggshell paint
- P2 Matt emulsion paint on plasterboard

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Scale 1:25



project title
195 Mare Street

drawing title
Internal Elevations - F2

scale 1:25@A1 status For Planning date of origin 05/22/23

project code zone level type role drawing no revision
126-LA-XX-01- DR-A-0411 1

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Element U Value (W/(m²K))	Existing¹	Part L²	Target Values
Roof	2.5	0.16	0.15
Wall	2.11	0.3	0.32 ⁴
Floor (House to basement)	2.5	0.25	0.39
Window	5.8	-	1.9
Basement wall	2.5	-	0.64
Basement floor ³	2.5	-	2.5
Air permeability (ach)	1.5	-	0.15
<p>¹ Predicted values for a building of this age ² Part L, Volume 1: Dwellings, Table 4.3. ³ Un-renovated, due to space limitations. ⁴ Will vary depending on the existing historic fabric.</p>			

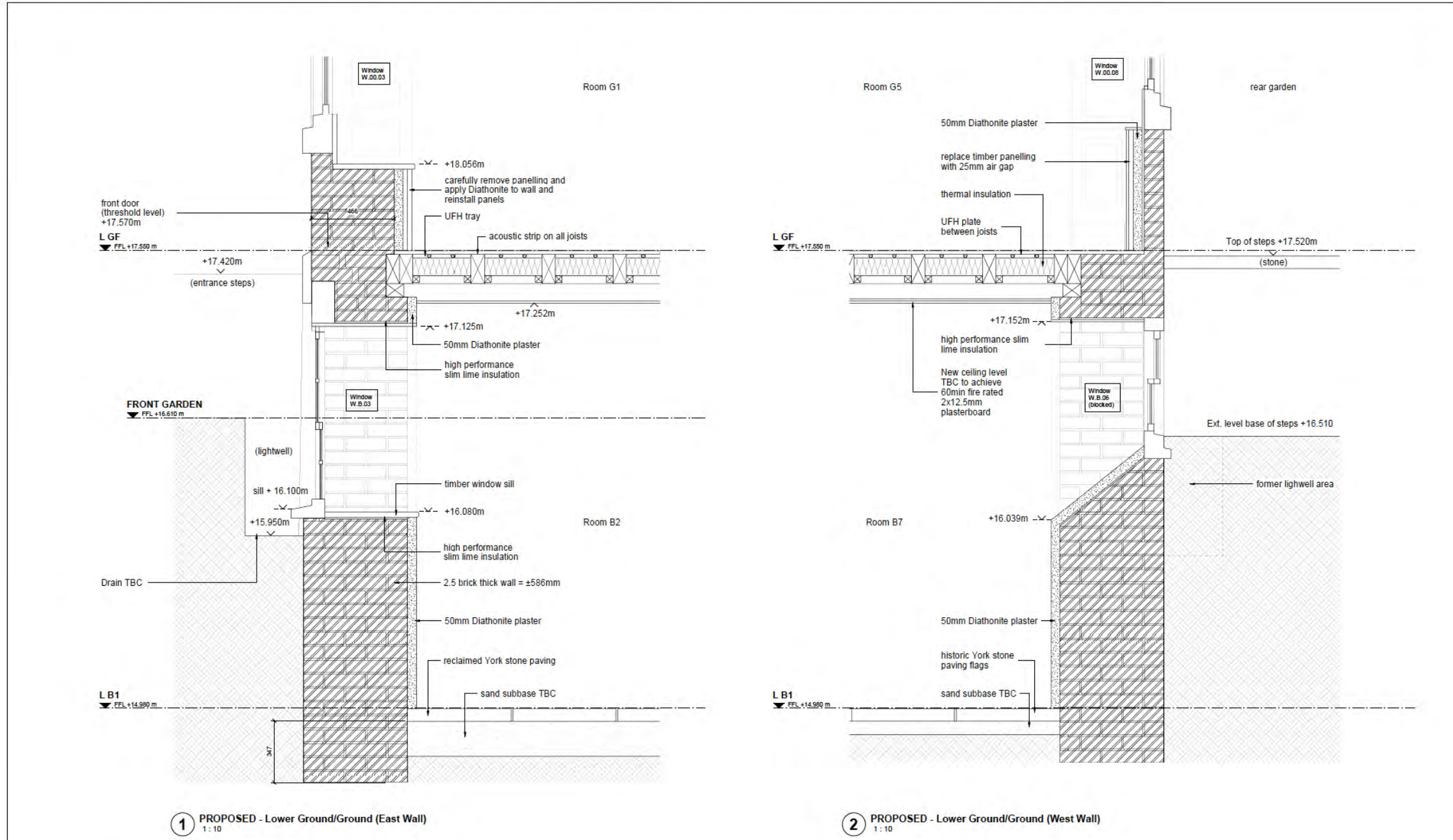
Stage	Yearly heating energy demand (MWhr/annum)	Reduction² (MWhr/annum)	Percent reduction² (%)
Existing	166	-	-
2021 Part L ¹	80	86	51.8
Improved	37	129	77.7

¹Where Part L does not specify a fabric parameter, the existing value has been used ² In relation to existing.

Stage	Yearly heating energy demand per m2 (kWhr/m²/annum)
Existing	267
2021 Part L ¹	129
Improved	60

¹Where Part L does not specify a fabric parameter, the existing value has been used.

Stage	Yearly heating energy demand (MWhr/annum)	Resultant yearly CO₂ emissions (Tonnes/annum)	CO₂ savings (%)
Existing ¹	166	33.7	-
2021 Part L ¹	80	16.2	52
Improved ²	37	3.0	91
¹ Heated with gas. ² Electrically heated with ASHP			

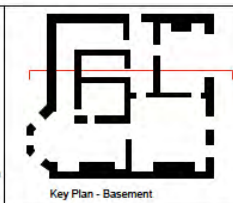


Date	Revision	Issue
17/11/23	1	For Planning

Notes:
These detail drawings are work in progress and will be further developed as more information about the existing fabric is obtained.

Notes:
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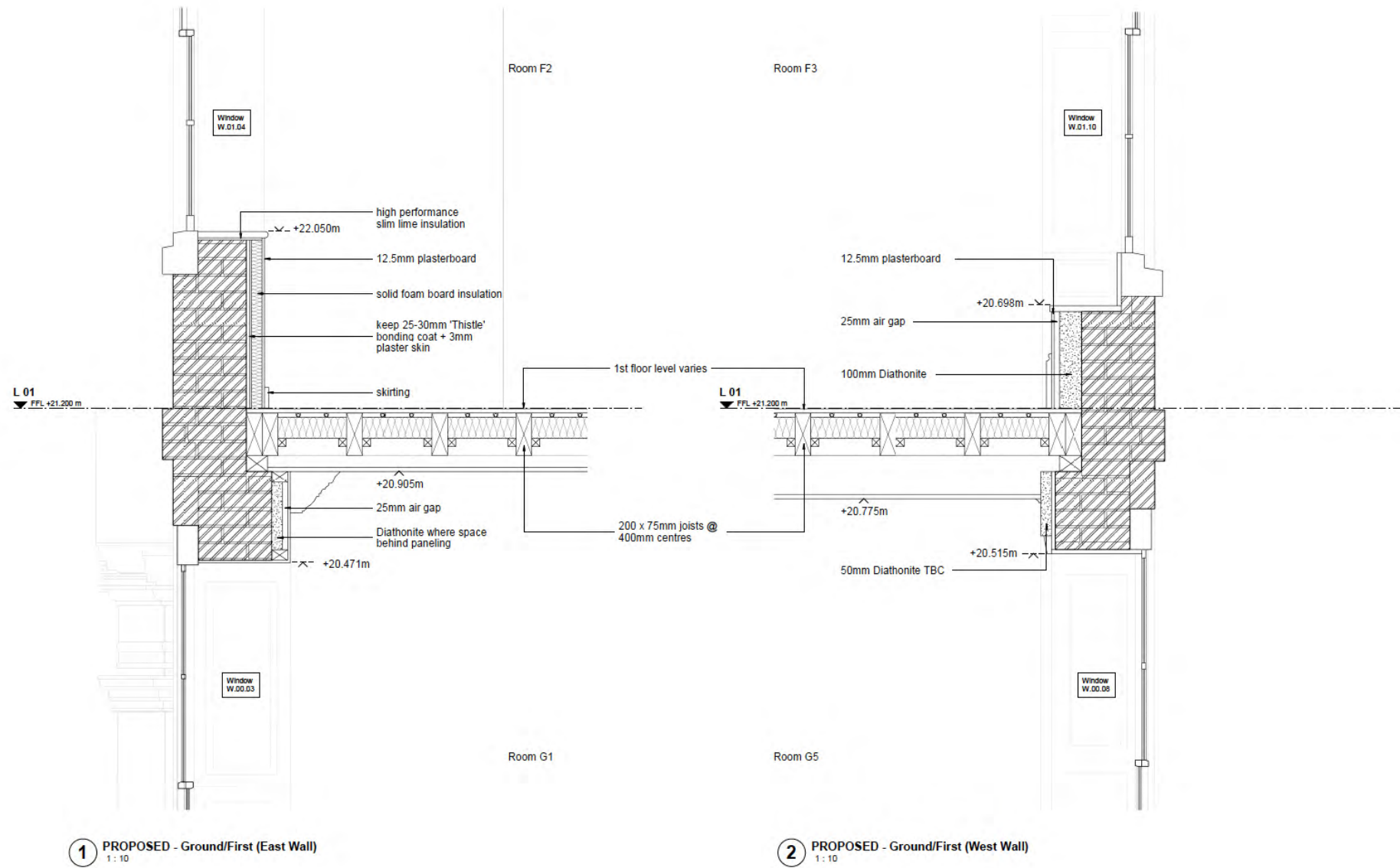
Scale 1:10



project title 195 Mare Street	status For Planning	date of origin 10/19/23
drawing title Section Details LG/GF Proposed	project code 126-LA-XX-XX- DR-A-0504	revision 1

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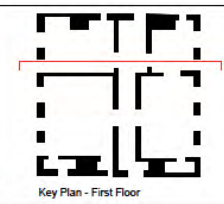
1 PROPOSED - Ground/First (East Wall)
1 : 10

2 PROPOSED - Ground/First (West Wall)
1 : 10

Date	Revision	Issue
17/11/23	1	For Planning

Notes:
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project title
195 Mare Street

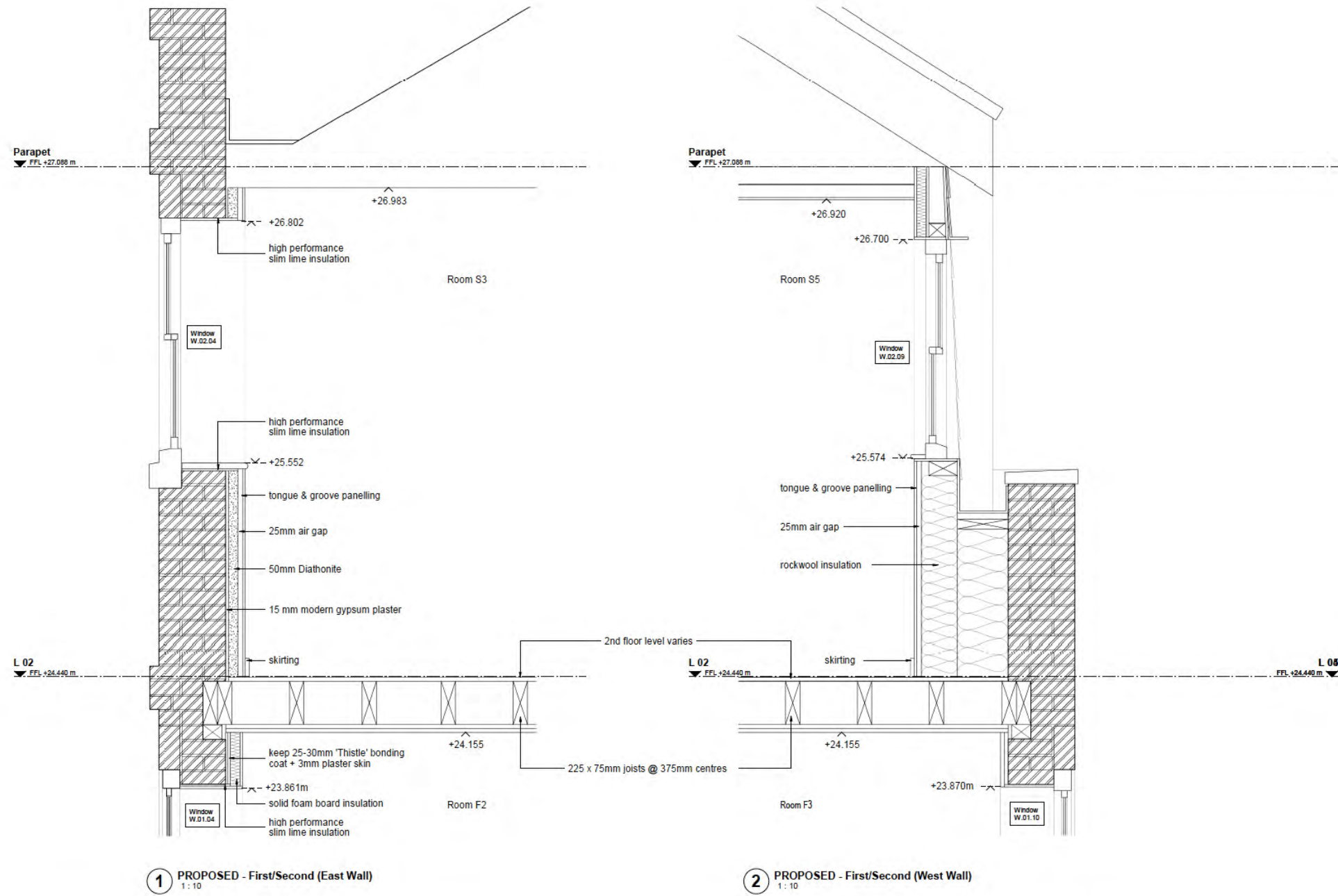
drawing title
Section Details GF/FF Proposed

scale 1 : 10@A1 For Planning status For Planning date of origin 10/15/23

project - origCode zone level type role dwg no revision
126-LA-XX-XX- DR-A-0505 1

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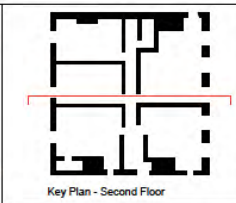


Date	Revision	Issue
17/11/23	1	For Planning

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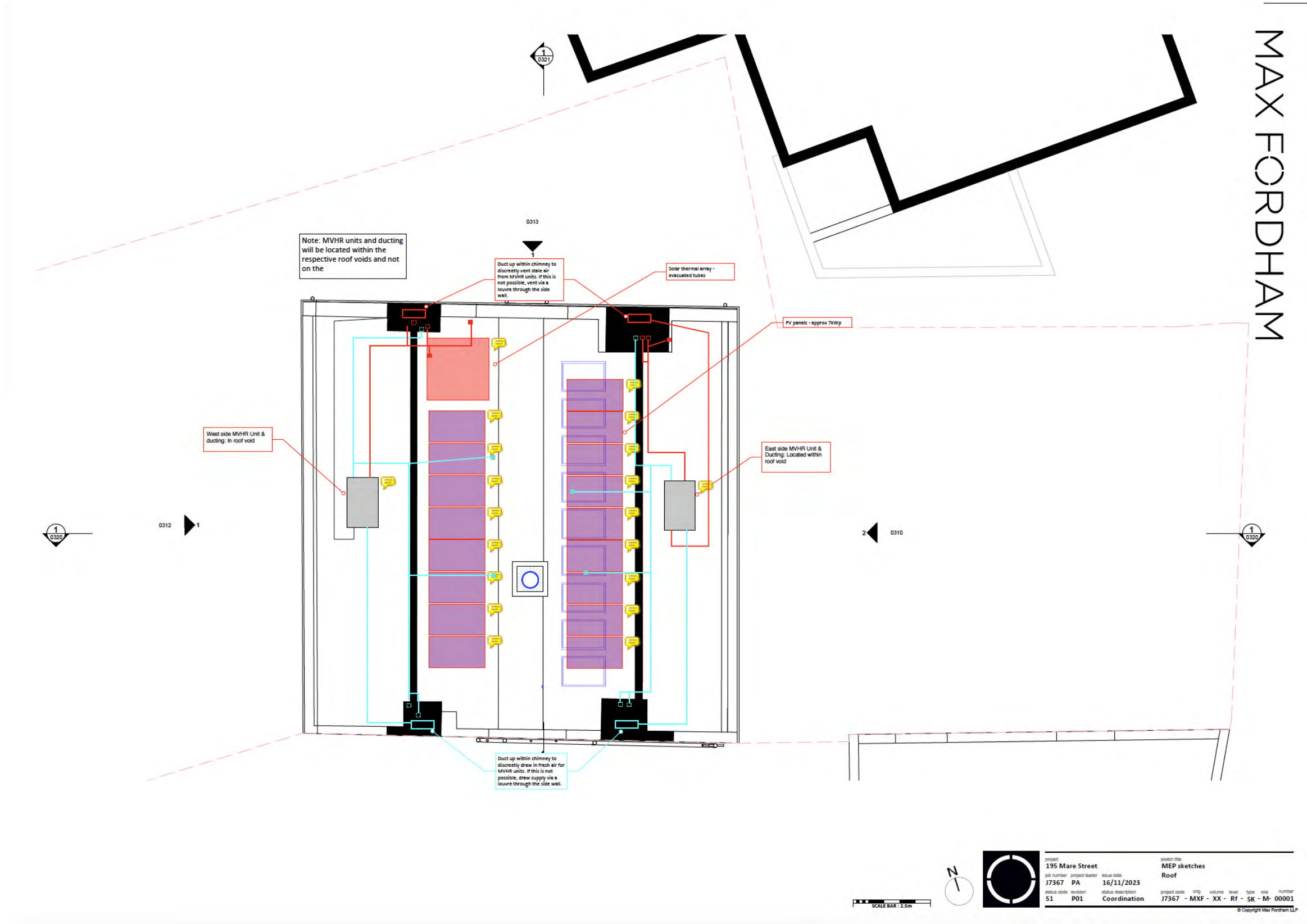
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scale 1:10@A1	status For Planning	date of origin 10/15/23	revision 1
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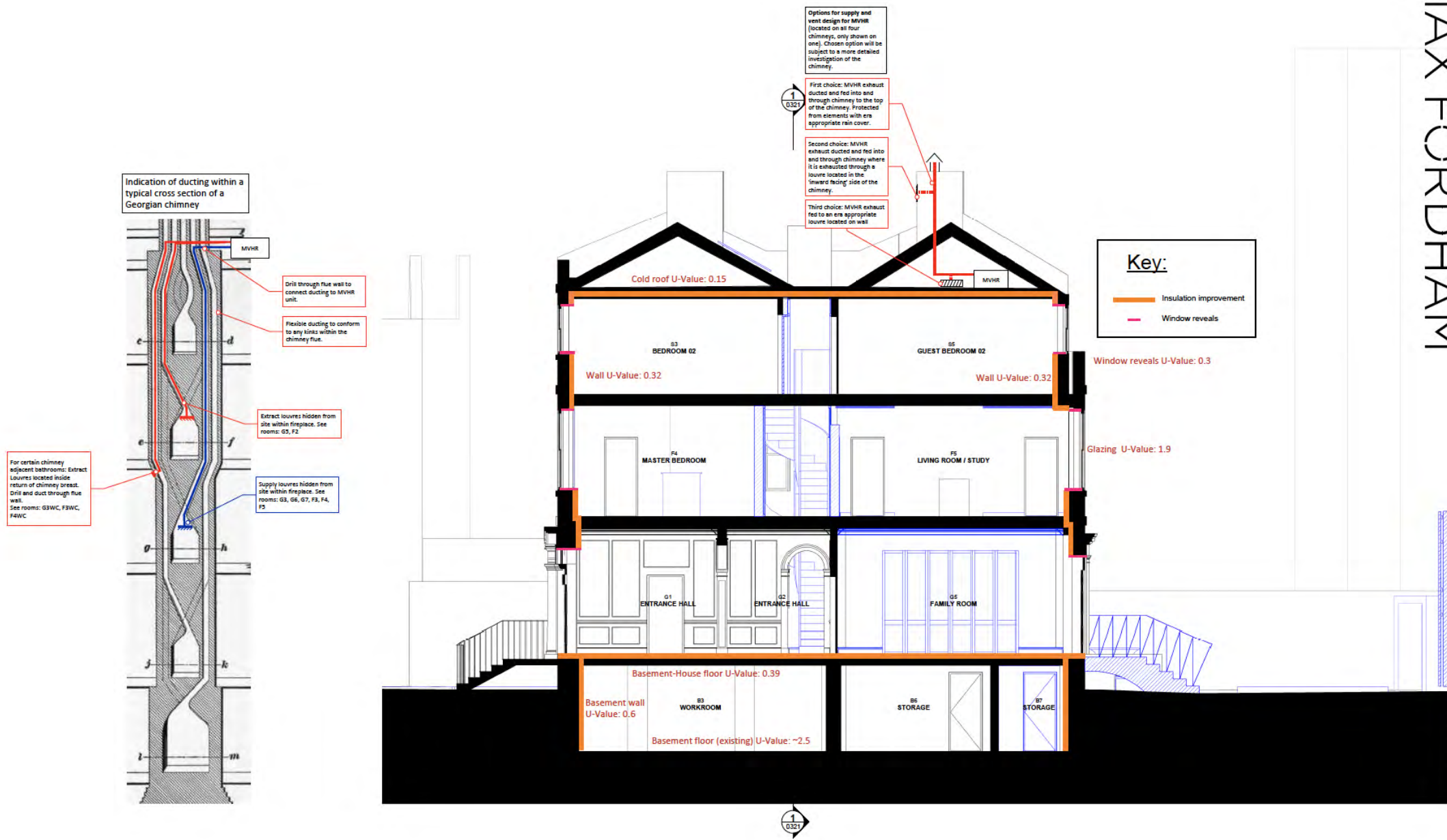


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project	195 Mare Street	sheet title	MEP sketches
job number	J7367 PA	issue date	16/11/2023
status code	S1	revision	P01
status description	Coordination	project code	J7367 - MXF - XX - Rf - SK - M- 00001

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**Case Study 195 Mare Street, E8
Lynch Architects**

1 Introduction

195 Mare Street is a prominent, historic Grade II* listed building that had been abandoned and was on the Heritage at Risk register for many years. Dating back to 1697, the house was built in the rural outskirts of the City for Abraham Dolins, a merchant from Ghent and member of the East India Company. The house passed to his son whose family lived in the house until 1801 when the house was remodelled by the new owner, John Francis Blacke, a wine merchant originally from Berne. In 1809, the house was inherited by Thomas Wilson, a merchant who had worked in Grenada and was a Tory MP for the City of London between 1818-1826. After Wilson's death in 1852, the house was sold to the Elizabeth Fry Society to be a refuge for the reformation of women prisoners. This use continued for over 50 years, when in 1913 it was sold to the Lansdowne Liberal and Radical Club, later the New Lansdowne working men's club. In the 1920s, the house was extended to incorporate a large concert hall at the back of the building and major internal alterations and opening up took place. The Home Guard occupied the house during WWII and it was bombed in 1940. In 2004, the New Lansdowne Club shut and the house was bought by a series of developers, including a Vietnamese developer who proposed a community centre, which was never created. The house was squatted at various points and squatters held community events, performances and parties.

Recently, the land to the rear backing onto Gransden Avenue was developed for housing with 21 flats being built and the house itself was earmarked for office use. Our clients Elizabeth Prochaska and Duncan Clark purchased the building in 2022 with the intention to convert the building back to its original use as a residential dwelling where they will live with their family. In March 2023, Hackney Council granted approval for the building to be converted into a dwelling with community arts use at lower ground floor. The consented scheme was prepared by Rees Bolter Architects and includes the change of use from 'abandoned' to 'sui generis' to cover the combined residential use and community use with public access. Consent was granted for internal alterations, an unpopular and arguably harmful external escape stair, a small outbuilding, landscaping and the replacement of the front boundary gates and railings.

Whilst this consent established the principle of change of use back to residential, the scheme lacked detail and a clear strategy for rehabilitation of the house. Lynch Architects were approached by Elizabeth and Duncan in February 2023 to develop revised proposals. Based in Hackney, our studio is a 10-minute walk from the house. We have extensive experience of heritage and conservation design work and on this project are working with a strong design team including Price & Myers structural engineers, Max Fordham environmental engineers and Semper Fire consultants. We are seeking to balance best conservation and sustainability practice in all aspects of the design.

Our scheme, submitted for planning in November 2023, seeks to amplify the special atmosphere of the house, responding to the remnants of original historic fabric and bringing legibility to the interior and exterior spaces with a series of sensitive interventions. Energy efficiency measures and low carbon technologies proposed in the retrofit will assist in bringing down heating costs to a more manageable level in the longer term, making it more likely that a single family could realistically afford the running costs. The project will embody an ethical conservation approach to energy and heritage.

2 Overview of the proposed scope of work and current proposals

Broadly, the proposed amendments to the consented scheme are as follows:

- New design for front and rear gardens and north courtyard

The garden proposals address use, orientation, noise, overlooking and privacy. These include a new entrance gateway from Mare Street and a new gate to separate the public and private territory. We propose a more site specific bike/gardening shed and bin store arrangement, which could accommodate a WC and servery if required.

- No external fire escape stair tower

Instead, we propose the insertion of a new, free-standing timber stair on the north-south axis opposite the existing stair, i.e. in the position shown on the conjectural plans prepared by Jon Bolter showing the likely location of the former servant stair. The second stair would be diminutive in its character to the main existing staircase, connecting the more domestic family rooms from ground to second floor. It would be pulled away from the south facade, creating a triple height void into which the stair sits. South light would enter from the existing windows on this facade illuminating the stair and hall.

- New rooflight

A new circular rooflight is proposed to be inserted at second floor corridor level, located within the central valley gutter and referencing the circular motif elsewhere. It brings top light into the narrower corridor on the top floor and marks the culmination at the top landing of the new secondary timber stair.

- No requirement for an external escape stair from basement

- Clear strategy for rehabilitation of the house

The plan form and cellular division reverts back towards the likely original layout. The consented scheme proposes the insertion of new partitions for secondary spaces such as utility room, laundry and dressing room and bathroom on the north-south axis on all floors. Through the introduction of the new secondary stair in this location, our proposals seek to reinforce the north-south axis with a legible and more authentic 'enfilade' plan arrangement and to bring south light into the plan. Commenting on the previously consented scheme, Tim Walder, Hackney's former Principal Conservation and Design Officer supported "the insertion of walls into locations where they likely existed in the past" noting, "in general the division of oversized spaces into more cellular domestic spaces is a heritage benefit, since the building will revert towards its historic floorplan."

- Celebration of historic remnants

Our proposals attempt to amplify the special atmosphere these remnants lend to the interior spaces. For example, the proposed new timber panelling takes cues from historic panelling, yet will be clearly identifiable as an intervention of our time. Our strategy to deal with the historic paintwork seeks to conserve and retain the patina and character whilst proposing a practical solution to protect (and allow to be cleaned and maintained) the paintwork at low level and where mouldings have been renewed.

- Removal of new gypsum plaster internal partitions

This may include some removal of gypsum plaster wall linings on external walls, depending on the capacity for thermal upgrades. Where new openings in internal walls are proposed, these are generally in 'new' gypsum plaster walls.

- Concealment of wide span steel downstand beams and encased steel columns.

We propose to improve the proportional relation of solid and void – making openings appear to have been constructed from brick and timber, rather than the wide spans generated by steel downstand beams installed during the working men's club era and recently by the previous developer.

- Development of strategy for insertion of WCs into closets either side of chimneys
This is established in consented scheme. We proposed to keep plumbing to the north and south side of the building, removing the need for pipes in the centre of the plan. Similarly, we propose a vertical service riser running through all floors of the building in a concealed zone next to the new stair.

The architectural quality of the proposed interventions demonstrates a meaningful, imaginative and informed response to the historic value and significance of the building. We consider the proposals for the listed building and its setting to be appropriate and justifiable, and that they would cause less harm than the previously consented scheme.

3 Outline of the planning process

Our proposals have been developed following a preapplication meeting in May 2023 with Adam Dyer and Catherine Nichol of Hackney Council, and Claire Brady, of Historic England. This pre-application process represented the beginning of a conversation between Lynch Architects, Hackney Council and Historic England regarding the rehabilitation of the house.

We received a response letter in July with 'in principle' support for the proposed configuration of the building. A second pre-application meeting was held with Adam and Claire on 2nd October 2023, with email feedback from Adam and Catherine.

Lynch Architects have incorporated recommendations into the revised proposals, addressing the rear garden design (and protecting the amenity of the neighbouring residential units), and progressing the proposed mechanical and electrical design and retrofit strategies to demonstrate how these changes will impact the building and surviving historic fabric.

It was agreed that amendments to the consented scheme would be dealt with via a S73 Variation of Condition and a Deed of Variation to ensure that the S106 legal agreement reflects the amended planning application. A new listed building application has been submitted to accompany the S73 and, once implemented, will supersede the previous listed building consent. The application is due to be determined at the end of January 2024.

The new application takes account of the conditions attached to the current planning and listed building consents so that as much of the information required can be included in the submission.

Historical research undertaken by Jon Bolter, Elizabeth Prochaska and Lynch Architects has been incorporated into a statement of significance that explores reasons for 195 Mare Street's special architectural and historic interest. The statement is structured on the four 'heritage values' cited in the publication 'Conservation Principles, Policies and Guidance for the sustainable management of the historic environment' (English Heritage, April 2008) and describes the reasons for its special architectural and historic interest: evidential, historic, aesthetic and communal.

The images in this presentation are taken from the Design and Access Statement submitted with the application. It records our understanding and interpretation of the historic values and significance of 195 Mare Street, informing its development and re-adaptation for residential use and the long-term, sustainable conservation of the historic property. It also attempts to convey the atmosphere and character of the house incorporating sketches, visualisations and model photographs which we have used to test the proposals.

Relevant national and local planning policies and guidance have been followed, as advised by the case officer. Even as we develop the detailed technical design proposals, guidance in this field is evolving. For example, Historic England's recent advice note "Climate Change and Historic Building Adaptation" published for public consultation in November 23 helpfully identifies broad strategies for improving energy efficiency which are likely to be acceptable, being mindful of any impact on significance. Happily, these strategies echo our thinking.

4 Energy strategy and measures taken to maintain the character of the building

As part of a "fabric first" approach we are seeking to establish the thermal improvements that are possible in each space while being sensitive to the conservation needs of historic fabric. The interventions in rooms will vary according to the opportunities available.

Our low energy servicing strategy in response to the opportunities and constraints presented by the building and the site prioritises the avoidance of any fossil fuel use to promote long term decarbonisation and improvement in air quality.

We intend to replace the recently installed single glazing with high performance double glazing, and to insulate external walls and roof with breathable materials where possible, with detailing to improve airtightness. On the ground floor, we propose to insert breathable insulation inside the existing void behind the timber panelling in the historic rooms. MVHR would be incorporated discreetly using the chimneys as ventilation ducts and low temperature heating would be provided by an air source heat pump with underfloor heating and radiators. The valley between the roofs provides a location for PVs.

Max Fordham's energy strategy is structured according to the London Plan energy hierarchy: Be Lean; Be Clean; Be Green.

Be Lean

The first step is to reduce energy demands compared to the baseline. It is cheaper and easier to implement fundamental measures earlier in the design and it is at this stage that most passive measures can have their greatest effect. The aim has been to prioritise robust measures which are less likely to be changed, are easier to build successfully and have the greatest effect on the energy use.

Passive measures include improving the thermal performance of the fabric, improving air tightness by limiting air leakage to 0.15 air changeovers per hour (through careful detailing and specifying materials that can be lapped and sealed) and reducing instances of thermal bridging, though this is challenging in such a building.

Active measures include high efficiency lighting and mechanical ventilation. Mechanical ventilation will reduce external noise and allow heat recovery. In winter the proposed MVHR unit will temper the incoming cold fresh air reducing heat losses and increasing user comfort. During the summer the heat exchanger may be bypassed to reduce the risk of overheating if it is hot inside the building. Alternatively, during warmer summer months, the building can be naturally ventilated using the existing windows. These measures are expected to result in a reduction to the yearly heating demand of 77%.

Be Clean

Following the reduction of energy demand in the Be Lean stage, the London Plan requires the development to demonstrate how the systems will supply energy efficiently and cleanly to reduce CO2 emissions in the Be Clean stage of the energy hierarchy.

As our development is quite small and is expected to have low heat losses and demands, connecting to a district heat network is considered to be unnecessary as this would require additional infrastructure. Instead, the intention is to meet the demands for space heating and hot water by way of an electric air source heat pump. Space heating will be delivered, where possible, via underfloor heating to compliment the heat output from the heat pump.

Where underfloor heating is not possible, resulting for unsuitable aspects of the existing historic structure, the space will be heated through either natural or fan assisted radiators. As a result of adopting this methodology, no savings are made during the Be Clean measures when compared to the 2021 notional building.

Be Green

Two forms of renewable technology on-site have been considered as suitable:

Firstly, an Air Source Heat Pump (ASHP).

ASHPs are a highly efficient method of heating and cooling a building, they are far more efficient than gas boilers. Electrification of heating also ensures that as the national grid decarbonises, so too does the building.

Secondly, a PV Array.

The roof of the building is pitched with an approximate west to east orientation. It is proposed that the both the inner pitches will be used to generate electricity. Using today's current PV technology it is expected that a 30m² array located here would produce a peak of 7.2 kW of electrical power equating to a total of 5080 kWh/annum when considering the average solar irradiance in this location. Using the current average grid carbon factor for the UK for electricity (0.2485 kgCO₂/kWh) the PV array should offset 1.263 Tones of CO₂ per annum.

The final building, after considering all 3 aspects, Be Lean, Be Clean and Be Green and current 2023 grid carbon factors has a resultant carbon saving of 90.8% when compared to the existing building if we assume the existing building were to be heated with a gas boiler.

5 Conclusion

The strategy for 195 Mare Street could be described as 'Long-term Sustainable Conservation' and should provide a robust basis for future stewardship. The proposals put forward here represent a significant financial commitment to keeping the building off the 'heritage at risk' register and rehabilitating it as a family home whilst also providing valuable community use and access for the general public. Our Clients are enthusiastic to share with others the stories and atmosphere of the house and to help write the next chapter in its history.

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Historic England

Climate Change Adaptation and Retrofit

Katie Parsons, Team Leader
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The role of heritage in supporting adaptation to climate change

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Historic buildings are sources of embodied carbon. The reuse, refurbishment and retrofit of existing buildings, rather than their demolition, can optimise embodied carbon. The longer we use our existing buildings for, the less carbon needs to be omitted through the construction of new buildings.

The trades associated with retrofitting and maintaining historic buildings can nurture the skills needed for a green economy.

Looking after and learning from the historic environment, can contribute positively to overall global sustainability and can help us adapt to and mitigate for climate change.



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Risks of doing nothing

Not harnessing the historic environment to support the fight against climate change and to support the adaptation to a changing climate risks:

- Adversely impacting the resilience, longevity, and usability of heritage assets.
- Contributing to the build up of carbon dioxide in the atmosphere which is leading to increased extreme weather events such as heavy rainfall and drought, as well as rising sea levels. Both factors are already impacting on heritage sites in England.



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Misconceptions

- That heritage is a barrier and you can't retrofit listed buildings.
- That approaches/theories/principles of conservation are incompatible with adaptation.
- That Listed Building Consent is difficult to get.
- That any retrofit measure is a good one. They need to be the right ones for the building, the source of inefficiency, and long-term vulnerabilities e.g. overheating.
- That once a measure is installed that is enough. Retrofit measures need to be maintained and monitored to stay effective. It is also helpful to consider reversible measures so as not to prejudice the potential for future adaptations as technologies evolve and improve.



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Common mistakes made in retrofitting historic buildings

- Lack of specialise consultants and contractors who understand how historic buildings and materials function.
- Making assumptions about the building and how it operates.
- Lack of a long term vision for the building or evidence based solutions .
- Considering only operational emissions and savings.
- Fabric first vs Whole House approach: Old buildings are very variable and there is no 'one-size-fits-all' solution to retrofit traditional buildings. The 'whole house' approach considers the interrelationship between the occupants, the building fabric and the services of individual buildings. It aims to find bespoke balanced solutions that save energy, sustain heritage significance and maintain a healthy indoor environment. Historic England has produced a webinar on the Whole House approach to retrofit which can be found here: [\(https://historicengland.org.uk/advice/technical-advice/retrofit-and-energy-efficiency-in-historic-buildings/\)](https://historicengland.org.uk/advice/technical-advice/retrofit-and-energy-efficiency-in-historic-buildings/)



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Risks of poor retrofit:

The maladaptation of historic buildings caused by poor retrofit solutions can:

- Harm building fabric and heritage significance.
- Harm human health.
- Fail to achieve predicted savings or reductions in environmental impact.
- Increase fuel poverty.



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Positive Action

- Good maintenance and repair is crucial. Many retrofit measures success depends on good maintenance, both prior to installation and afterwards.
- Consider light touch, inexpensive solutions first.
- Take the time to plan efficient measures and don't rush, especially when it comes to deep retrofit. It is better to get it right once and avoid the waste of time, money and carbon involved in removing work.
- Early engagement with Local Authority and Historic England.
- Monitoring of retrofit measures. This will provide invaluable data as to what works well and what measures fail.
- And, consider occupier behaviour.



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What Hackney can do:

- Develop detailed and specific local plan policies based on effective, sound, locally specific evidence.
- Encourage reuse/retrofit/repair of existing buildings and resist demolition.
- Make use of Historic England's extensive guidance and existing evidence bases (see following slides).
- Produce additional supplementary guidance for home and business owners. One of the biggest demands we see from the public and applicants is the need for guidance.
- Explore the use of multi-disciplinary, cross-representative working/steering groups (e.g. private sector architects, local residents groups, Council housing team/building control/sustainability/planning/conservation officers) to share perspectives and understanding, nurture innovative solutions.



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Other planning mechanisms

- **Local Listed Building Consent Orders:**

Historic England supports the production of LLBCOs. These can be helpful tools to manage common changes to listed buildings if they are well-crafted, have adequate detail, and are based on sufficient evidence. It is important that they have limited conditions requiring the submission of details in order to make it easier for building owners to upgrade their buildings appropriately, and to reduce the number of applications that local authority staff have to deal with. They will be an upfront resource implication to set these up, but in the long-term should save resources by reducing application numbers.

- **Heritage Partnership Agreements:**

These are similar to LLBCOs, but are instead instigated by applicants. They can be used over wider areas (such as the Kings Cross regeneration development), large estates, or large buildings that see repetitive applications e.g. historic department stores.



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Historic England emerging Climate Change guidance

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Historic England recently published a draft Advice Note for consultation: [climate change historic building adaptation consultation draft](#). It aims to provide clarity and to support consistent decision-making for proposals to reduce carbon emissions and improve the energy efficiency of historic buildings, while conserving their significance and ensuring they remain viable places to live in the future. It reflects current national planning policy.

The consultation closed in late December. We hope to have a finalised draft shortly.



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Historic England resources

We already have an extensive collection of material to support building owners and the heritage sector. This includes:

- recorded webinars on a range of technical issues relating to heritage and climate change: [webinars](#).
- Energy Efficiency and Your Home: [energy efficiency](#).
- Historic England Local Data on the Demand for Retrofitting Skills and Economic Growth [delivering net-zero demand for retrofitting skills](#).
- Heritage Counts – research and data on carbon and the built environment : [carbon in built historic environment](#).
- Our Climate Change and the Historic Environment training programme aims to deepen understanding of the role that the historic environment can play in climate action, aiding the deployment of existing and emerging government policies, legislation and good practice on climate change. It is aimed primarily at local authority historic environment services, planning officers, other professionals and heritage organisations whose advice-giving or decision-making affects the historic environment. It can be found [here](#).



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Sustainable Traditional Buildings Alliance (STBA)

Historic England is one of the supporting organisations that make up the STBA, a forum for sustaining and improving traditionally constructed buildings.

- The [STBA's website](#) offers guidance on:
- [Planning Responsible Retrofit of Traditional Buildings](#). This guidance looks at the complexity in the way older buildings, new technologies, nature and people all perform and interact. By taking a whole-building approach risks and liabilities can be reduced.
- [The Responsible Retrofit Guidance Wheel](#). The guidance wheel is an interactive tool which lets you look at how over 50 measures interact and the risks to consider before installing.
- [STBA Whole House Approach](#). This guidance outlines the whole-building approach to retrofit which takes a holistic approach based on the context of the building taking account uncertainty, the complexity of interactions and conflicting values.



Skills Economy and Growth Scrutiny Commission 17th January 2024 Item 6 Minutes of the previous meeting and Matters Arising	Item No 6
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OUTLINE

Minutes of the previous meeting are to follow.

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Skills Economy & Growth Scrutiny Commission 17th January 2024 Item 7 - Skills Economy and Growth Scrutiny Work Programme 2023/24	Item No 7
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OUTLINE

Attached is the work program for the Skills Economy & Growth Scrutiny Commission for 2023-24. Please note that this is a working document and regularly updated.

ACTION

The Commission Members are asked for any comments, amendments or suggestions for the work program.

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Overview & Scrutiny

Skills, Economy and Growth Scrutiny Commission: Work Plan May 2023 – April 2024

Each agenda will include an updated version of this Scrutiny Commission work programme

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
<p>19th June 2023</p> <p>Papers deadline: Thurs 8th June 2023</p>	<p>Sustainability and Licensing</p>	<p>Climate, Homes and Economy</p> <p>Cllr Fajana-Thomas, Cabinet Member for Community Safety and Regulatory Services</p> <p>Group Director Climate, Homes and Economy, Rickardo Hyatt</p> <p>Head of Community Safety, Enforcement and Business Regulation, Gerry McCarthy</p>	<p>Exploration of the potential for the Council to use licensing to prepare and drive behaviour change for local businesses to support the climate action plan objectives and reduce the use of single use plastic.</p>

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
	Hackney Markets	Climate, Homes and Economy Directorate Cllr Fajana-Thomas, Cabinet Member for Community Safety and Regulatory Services Group Director Climate, Homes and Economy, Rickardo Hyatt Head of Parking and Markets, Kevin Keady	Update on the performance of Hackney's markets and the Council work to sustain and maintain the borough's Markets during the pandemic and post pandemic.
19th July 2023 Papers deadline: Fri 7 th July 2023	Climate Action Plan - Update on Engagement with Businesses	Climate, Homes and Economy Directorate Cllr Mete Coban, Cabinet Member	A look at the Council's engagement and consultation with local businesses. <ol style="list-style-type: none"> 1. Information about the Council's engagement and consultation with businesses during the climate action plan consultation period. 2. Information about the economic implications of the Climate Action Plan on local businesses and economic growth in Hackney.

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
		for Environment and Transport Cllr Guy Nicholson Deputy Mayor for Housing Supply, planning, Culture and Inclusive Economy	
	Working with the Voluntary Sector in Hackney	Chief Executive's Directorate Cllr Kennedy, Cabinet member for Health, Adult Social Care, Voluntary Sector, and Culture. HCVS and other VCS Community Partners	A look at the new ways the Council works with the voluntary sector to build on the learning from the pandemic and how this supports delivery of the Council's Strategic Plan.
18th October 2023	Planning Policy and Heritage Buildings	Climate, Homes and Economy	A look at planning policy and how this supports the council's commitments in the climate action plan. Exploring how local planning policy can support architects to design and retrofit heritage buildings for better energy efficiency e.g. the fabric of buildings and conditions that planning policy could implement.

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
Papers deadline: Fri 6 th Oct 2023		Assistant Director Planning & Building Control	
	Bike Hire Affordability and Cycle Storage Facilities	Climate, Homes and Economy Assistant Director Streetscene Assistant Director Parking and Markets Cllr Mete Coban, Cabinet Member for Climate Change, Environment and Transport	A review of the Council's cycle hire scheme and cycle storage facilities in the borough.
	Consultation Process for Low Traffic Neighbourhood scheme implementation	Climate, Homes and Economy Assistant Director Streetscene Assistant Director Parking and Markets Head of Insight and Engagement Cllr Mete Coban, Cabinet Member	A look at the Council's consultation process in relation to the implementation of LTNs.

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
		for Climate Change, Environment and Transport	
<p>20th November 2023</p> <p>Papers deadline: Wed 8th Nov 2023</p>	<p>Cabinet Question Time - Cabinet Member for Employment, Human Resources and Equalities.</p>	<p>Cllr Carole Williams, Cabinet member for Employment, Human Resources and Equalities</p> <p>Climate, Homes and Economy Directorate</p> <p>Stephen Haynes, Strategic Director Inclusive Economy, Corporate Policy & New Homes</p> <p>Assistant Director Employment, Skills & Adult Learning</p>	<p>Cabinet Question Time session for the Cabinet Member for Employment, Human Resources and Equalities. Verbal presentation covering:</p> <ul style="list-style-type: none"> • Council's Green Skills and Circular Economy Commission - Update • National / regional challenges impacting the delivery of apprenticeships. • The Council's role in delivering technology training to older residents to build their confidence and ability to access and use the internet. • Work by the Diversity in Tech Commission – Written Update

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
	Sustainable Insourcing and Procurement Strategy	Head of Procurement and Energy Cllr Rob Chapman Cabinet Member	Consultation with the Skills, Economy and Growth Scrutiny Commission about the new Sustainable Insourcing and Procurement Strategy.
13th December 2023 Papers deadline: Fri 1 st Dec 2023	Levelling up Fund	Climate, Homes and Economy Directorate Assistant Director Regeneration and Economic Development Suzanne Johnson Area Regeneration Manager (Hackney Central) Robert Offord Cllr Guy Nicholson, Cabinet Member Cllr Chris Kennedy, Cabinet Member	Levelling Up Funding - A look at the proposals for the £19 million funding / investment and spend for Hackney Central (HC).

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
	UK Shared Prosperity Fund	Climate, Homes and Economy Directorate Assistant Director Regeneration and Economic Development Economic Development Manager Cllr Guy Nicholson, Cabinet Member	UK Shared Prosperity Fund - A look at how the Council will optimise the UK Shared Prosperity Fund to support businesses in the borough.

<p>17th January 2024</p> <p>Papers deadline: Fri 5th Jan 2024</p>	<p>Planning Policy, Net Zero and Existing Buildings</p>	<p>Climate, Homes and Economy</p> <p>Cllr Guy Nicholson Deputy Mayor and Cabinet Member for Delivery, Inclusive Economy & Regeneration</p> <p>Assistant Director Planning & Building Control Natalie Broughton</p> <p>Adam Dyer Principal Conservation and Design Officer</p> <p>Westminster City Council Lauren Shevills Lead Retrofit Innovation and Delivery Officer</p> <p>Lynch Architects Ltd Rachel Elliott RIBA, Associate Director</p>	<p>A look at planning policy and how this supports the council's commitments in the climate action plan. Exploring how local planning policy can support architects to design and retrofit heritage buildings for better energy efficiency e.g., the fabric of buildings and conditions that planning policy could implement.</p> <p>Presentations and information from:</p> <ul style="list-style-type: none"> • LBH Planning Team • Westminster City Council (Retrofit Task Group) – Laura • Hackney Case study (Lynch Architects) • Historic England – Written submission
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Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
	Library Strategy and Restructure Update	Climate, Homes and Economy Assistant Director Culture, Libraries and Heritage Cllr Chris Kennedy Cabinet Member	1 year on a report back on the implementation of the new Library Strategy and staffing restructure.
21st February 2024 Papers deadline: Fri 9 th Feb 2024	Hackney Light and Power	Head of Procurement and Energy Cllr Mete Coban, Cabinet Member for Climate Change, Environment and Transport	TBC
20th March 2024	Council's Corporate Properties	Director Strategic Property Services	TBC

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
Papers deadline: Fri 8 th Mar 2024	Library of Things	Assistant Director Climate, Sustainability & Environmental Services Sam Kirk	A review of the 'Library of Things' service to consider the long term sustainability of this service.