

## **LONDON BOROUGH OF HACKNEY COUNCIL**

### **CABINET DECISION NOTICE - 24 JANUARY 2022**

This document outlines the decisions taken at the above Cabinet meeting.

Unless otherwise indicated, executive decisions listed in this document will come into force and may then be implemented 5 working days after publication of this document unless the decision is called in. During that period the Director of Legal & Governance may call-in a decision for scrutiny if so required by no fewer than 5 Members of the Council (Part 4 of the Council's Constitution; Scrutiny Procedure Rules: Call-in Procedures).

**Date of Publication:**

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**Last Date for Call-In:**

2 February 2022

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**7. Housing Revenue Account Budget 2022/23 Including Tenants Rents And Service Charges - Key Decision No. FCR S043**

**RESOLVED**

**That Cabinet:**

- I. Approved the HRA budget proposals as set out in section 11 and Appendix A.**
- II. Approved the increase in rent of 4.1% (CPI + 1%) in line with The Social Housing Regulator's rent standard and agreed that rents will increase on average by £4.17 from £103.42 per week to £107.59 per week with effect from Monday 4th April 2022.**
- III. Approved the increase in HRA fees and charges as set out in Appendix B.**
- IV. Agreed to the level of tenant service charges as set out in paragraph 12.4, except the Landlord Lighting charges; and the service charges for the Concierge service as set out in paragraph 12.5.**

- V. **Delegated the Group Director of Finance and Corporate Resources in consultation with the Cabinet Member for Housing and Cabinet Member for Finance the setting of communal heating charges and Landlord Lighting service charge to reflect the unit costs of utilities.**
- VI. **Delegated the Group Director of Finance and Corporate Resources in consultation with the Cabinet Member for Housing and Cabinet Member for Finance the setting of communal heating charges to reflect the unit costs of utilities.**
- VII. **Agreed to the Housing Capital Programme budget and spend approval as set out in Section 16.**

#### **REASONS FOR DECISION**

The Local Government and Housing Act 1989 Section 76 requires local authorities with a Housing Revenue Account (HRA) to set a budget for the account, which is based on best assumptions, that avoids a deficit and furthermore to keep the HRA under review.

Local authority rent setting powers are set out in section 24 of the Housing Act 1985, this provides that:

- (1) A local housing authority may make such reasonable charges as they may determine for the tenancy or occupation of their houses.
- (2) The authority shall from time to time review rents and make such changes, either of rents generally or of particular rents, as circumstances may require.

#### **8. Early Help Review - Key Decision No. CE S032**

##### **RESOLVED:**

**That Cabinet noted:**

- I. **The delivery of practice and process improvement changes to targeted Early Help services delivered by Hackney Council, as recommended as 'priorities' by the Early Help Review under Section 5 of this paper.**
- II. **The commencement of a wider piece of Early Help system transformation in 2022; through the establishment of a Strategic Partnership Early Help group and the development of a partnership Early Help Strategy.**

#### **REASONS FOR DECISION**

It is the responsibility of all local organisations and agencies to:

- identify children and families who would benefit from Early Help
- undertake an assessment of the need for Early Help
- provide targeted Early Help services to address the assessed needs of a child and their family which focuses on activity to improve the outcomes for the child

Hackney Council, under section 10 of the Children Act 2004, has a responsibility to promote inter-agency cooperation to improve the welfare of all children.

Hackney Council should work with organisations and agencies to develop joined-up Early Help services based on a clear understanding of local needs.

**9. 2020/21 Overall Financial Position - Key Decision No. FCR R81**

**RESOLVED:**

That Cabinet noted the update on the overall financial position for November covering the General Fund and HRA

**REASONS FOR DECISION**

To facilitate financial management and control of the Council's finances.

**10. Capital Update And Property Disposals And Acquisitions Report - Key Decision No. FCR R88**

**RESOLVED**

- I. That the scheme for Neighbourhood and Housing (Non) as set out in section 17.2 be approved as follows:
- II. Transport for London (TfL) Funded Local Implementation Plan (LIP) - Corridors, Quietways Cycle Route, Central London Grid, Streetspace and Local Transport Fund: Resource and spend approval of £3,857k in 2021/22 is requested to enable Council Officers to implement and facilitate the delivery of the TfL funded schemes to implement measures to reduce road traffic accidents and fund projects to encourage sustainable transport within the borough.
- III. That the S106 capital scheme summarised below and set out in section 11.3 be approved:

|      | 2021/22 | 2022/23 |       |
|------|---------|---------|-------|
|      | £       | £       |       |
|      | '       | '       |       |
| S106 | 0       | 0       | Total |
|      | 0       | 0       |       |
|      | 0       | 0       |       |

|   |          |           |           |
|---|----------|-----------|-----------|
| Capital   | 1        | 48        | 49        |
| <b>Total S106 Resource &amp; Spend for Approval</b> | <b>1</b> | <b>48</b> | <b>49</b> |

III. That the S106 capital summarised below and set out in section 11.4 be noted.

| S106  | 2021/22   | 2022/23   | Total      |
|---|-----------|-----------|------------|
|   | £         | £         |            |
|   | 0         | 0         |            |
|   | 0         | 0         |            |
|   | 0         | 0         |            |
| Capital   | 57        | 61        | 118        |
| <b>Total S106 Resource &amp; Spend for Approval</b> | <b>57</b> | <b>61</b> | <b>118</b> |

IV. That the schemes outlined in section 11.5 be noted.

V. That the capital programme adjustments as set out in para 11.6 be approved.

VI. That a lease be entered into with Hackney Chinese Community Services Association Ltd - a company limited by guarantee and a registered charity, for a term of 10 years for the Property at 12-14 Englefield Rd, London, N1 4LS as is shown edged red on the plan attached at Appendix 1 to the report.

VII. The Cabinet agreed that the parties should enter a binding Agreement that prior to the grant of the lease the proposed tenant should:

- Submit final construction plans to the Council as landlord for approval prior to commencement of works;
- Obtain all necessary planning and building consents as required for the works;
- Provide written confirmation from funders that all finance for the tenant works is available to proceed to a start on site;
- Submit relevant documents certifying the practical completion of construction works within 2 months of completion;
- Submit a viable business plan for the operation of the East and Southeast Asian Centre which includes provision for proper maintenance of the premises;
- Conclude a Community and Management Agreement with the Council that sets out the vision, services and approach to governance and operations of the East and Southeast Asian Centre.

- VIII. Authorisation be given to the Director of Strategic Property Services to make reasonable adjustments to the timing requirements of the above conditions if the proposed tenant is unable to meet the deadlines because of circumstances outside of its control.**
- IX. Authorisation be given to the Corporate Director of Legal and Democratic Services and the Director of Strategic Property Services to agree the Heads of Terms of such an agreement on the basis of these conditions and to incorporate a covenant that a lease will be granted upon the full performance of these conditions.**
- X. Authority be delegated to the Group Director of Finance and Corporate Resources to enter into a lease of 10 years, and to agree all other terms of the lease provided that the requirements of S123 Local Government Act 1972 are met.**

## **REASONS FOR DECISION**

The decisions required are necessary in order that the schemes within the Council's approved Capital programme can be delivered and to approve the property proposal as set out in this report.

In most cases, resources have already been allocated to the schemes as part of the budget setting exercise but spending approval is required in order for the scheme to proceed. Where, however, resources have not previously been allocated, resource approval is requested in this report.

## **11. 2022-23 Council Taxbase And Local Business Rates Income Report - Key Decision No. FCR R90**

### **RESOLVED:**

#### **That Cabinet:**

- I. Recommend to Council that, in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the amount calculated by Hackney Council as its Council Tax Base for 2022/23 shall be 73,981 Band D equivalent properties adjusted for non-collection. This represents an estimated collection rate of 93%.**
- II. Recommend to Council that in accordance with The Non-Domestic Rating (Rates Retention) Regulations 2013 Hackney's non-domestic rating income for 2022/23 is £117,771,466, This comprises three elements.**
  - £43,355,953 which is payable in agreed instalments to the Greater London Authority**

- **£35,746,691 which is retained by Hackney Council and included as part of its resources when calculating the 2022/23 Council Tax requirement.**
  - **£38,668,822 which is payable in agreed instalments to Central Government**
- III. The localised pooling recommendations set out in Appendix 2 to the report, be approved.**
- IV. Note that no changes are proposed to the current CTRS scheme in 2022/23.**

## **REASONS FOR DECISION**

### **Council Tax Base**

The rules for calculating the Council Tax Base are set out in the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012. The calculation is based on the valuation list and other information available on 15th December 2021.

Firstly, the authority must estimate the number of properties in each band after allowing for exempt properties. These figures are also adjusted to allow for discounts (e.g. single person discount and Council Tax Reduction Scheme) and the impact of changes in discounts and exemptions which allow the Council to charge additional Council Tax to the owners of empty homes and second homes. A formula is then used to calculate the total number of Band D equivalent properties. This gives a higher weighting to properties in Bands above Band D and a lower weighting to properties in bands below Band D. This can therefore be thought of as the average number of properties liable to pay Council Tax. The calculation is set out at **Appendix 1**.

The Authority then must estimate what percentage of the total Council Tax due for the year it will be able to collect. This is usually referred to as the collection rate. This percentage is then applied to the total number of Band D equivalent properties to give the tax base to be used for setting the Council Tax. Another way of considering the tax base is that it represents the amount of Council Tax income that will be received from setting a Band D Council Tax of £1.

There are a number of factors to be considered when assessing the likely ultimate collection rate for 2022/23. 2013/14 marked the first year of the new Local Council Tax Reduction Scheme and significant changes in the level of discounts allowed for second homes and empty properties, which in turn led to increased volatility regarding the eventual collection rate to be achieved, particularly as the Council was often issuing bills for monies it has not had to previously collect. Despite this, collection rates have held up very well since this time but in 2020/21, they were adversely affected by the Covid-19 pandemic and the cyber attack to fall to an estimated 92% and in 2021/22 the ongoing impact of the cyber attack on billing and recovery and covid19 is likely to reduce it to 90%. We expect collection rates to recover in 2022/23, albeit at a

reduced level compared to pre covid19 and cyber rates, and expect it to reach 93%. It is very difficult to estimate what the actual rate will be in 2022/23 given the uncertainties resulting from the ongoing impact of the cyber attack, Covid-19 and Brexit. We are also mindful of the wider cost of living pressures, and the impact this will have on residents ability to pay and it is ever more important that we continue to provide and signpost to support where it is needed in a timely manner to prevent arrears positions escalating for council taxpayers. Notwithstanding this we believe that the assumed rate of 93% is a prudent estimate.

If actual collection in the forthcoming year exceeds the budgeted collection rate this is likely to generate a surplus in the Collection Fund which would provide additional one-off resources available for use in 2023/24 and beyond, either for one-off revenue spending or the Capital Programme. If on the other hand, the collection rate set is over-optimistic, this may result in a deficit on the collection fund at the end of 2022/23, the major part of which would need to be met from Hackney's 2023/24 Budget.

A collection rate of 93% will result in a tax base of £73,981 Band D equivalents, as shown in the table below.

| <b>2022/23 TAX BASE/COLLECTION RATE</b>                |                |
|--|----------------|
|  | <b>2022/23</b> |
| Aggregate of Band D Equivalents Estimate of Collection | 79,549         |
| Rate   | 93%            |
| <b>Tax Base (Band D Equivalents)</b>                   | <b>73,981</b>  |

This compares to a tax base of 72,039 Band D equivalents used in the 2021/22 budget setting. The increase is primarily due to an increase in the number of properties in Hackney.

**12. Lease To The Council Of 51-63 Ridley Road, London E8 - Key Decision No. FCR S052**

**RESOLVED**

**That Cabinet:**

- I. Authorised the acquisition, (entering into) of a 15 year lease, subject to a break clause at the end of the 7th year, at an initial rent of £306,000 p.a. in the property known as 51-63 Ridley Road, London E8 2ND, as shown edged in red, from Larochette Real Estate Inc.**
- II. Delegated to the Group Director of Finance and Corporate Resources authority to determine the most cost effective options in terms of**

**financing the acquisition of the lease in ways that represent best value on the part of the Council.**

- III. Authorised the Director of Legal and Governance Services to prepare, agree, settle and sign the necessary legal documentation to effect the proposals contained in this report and to enter into any other ancillary legal documentation as required.**

### **REASONS FOR DECISION**

The market has been heavily relied upon by Dalston's community throughout the pandemic being the only daily market in London to continue trading in lockdown and in particular supporting an increased number of low income families accessing fresh fruit and vegetables via the Alexander Rose charity voucher scheme.

The Dalston Plan and specifically Ridley Rd Market Good Growth Fund project will enrich and invigorate this much needed and used community asset that serves some of the most vulnerable in our local community. A change of approach in designing out criminality is needed at this hot spot and is also an opportunity to implement a number of strategies that will support local businesses, the community and wider area with a permanent presence of council offices in the heart of Ridley Road market.

With the Markets Service managing the retail units within the building it is able to offer traders more permanent premises allowing them to graduate from a stall to a building and support the growth of their business at affordable prices and in so doing, supports delivery of the Council's inclusive economy objective.

Negotiations with the landlord have resulted in agreed floor layouts, costings and provisional heads of terms with an initial six month rent free period for all floors to help the service achieve maximum retail occupancy. As well as increasing the volume of retail and storage units at affordable prices for traders, the proposals will provide enough workspace for the Markets team whose daily presence and visible active management of the building will reduce criminality and make Ridley Road safer and more attractive to customers.

If undertaken, these proposals will further demonstrate the Council's long term commitment to the success and growth of Ridley Road following the £1.m Good Growth Fund investment and development of the market during 2019-2022.

It is estimated by Market Services that the letting of the retail and storage facilities will deliver a small surplus over the lease rent and service charge leaving the occupancy of the office space on the first floor to be at no cost to the Council once the lease of the current offices expires in 2023.

The benefits from entering into this lease are significant and with an opportunity to generate surplus income to the Council from rents and fees, whilst playing a significant role in working with the landlord to design out crime and ASB hotspots as part of the development.



**13. Contract Award Report For Appointing A New Main Contractor For The Provision Of Statutory Testing, Inspection, Repair & Maintenance Services (Corporate) - Key Decision No. FCR 053**

**RESOLVED:**

**That Cabinet:**

- I. Award the contract for provision of statutory testing, inspection, repair and maintenance services to the Preferred Bidder (Contractor B) from the Crown Commercial Services Framework for Hard FM Services (Facilities Management Marketplace RM3830 Lot 1b).**
- II. Allow the existing 18 month interim contract arrangement currently in place, to be extended by three months to bridge the period needed to mobilise the new contract for a seamless transition and handover without a break in Hard FM Services.**

**REASON FOR DECISION**

Report to Cabinet Procurement & Insourcing Committee 10th May 2021 to obtain authority to proceed with new procurement for the provision of essential maintenance, statutory testing, repairs and maintenance contract through the CCS Framework for Hard FM Services.

**14. Gender And Ethnicity Pay Gap (Non Key Decision) - Key Decision No. FCR S058**

**RESOLVED:**

**That the Cabinet noted the Gender and Ethnicity Pay Gap reports**

**REASONS FOR DECISION**

N/A

**15. Adoption Of The North London Waste Plan - Key Decision No. NH R71 #**

**RESOLVED:**

**That Cabinet:**

- I. Recommended to Full Council the adoption of the North London Waste Plan (Appendix 1) in accordance with the Planning Inspector's Report and Schedule of Main Modifications (Appendix 2).**

- II. **Delegated authority to the Strategic Director for Sustainability and Public Realm to approve administrative alterations, typographical amendments, to improve cross referencing (e.g para numbering, page numbering) and typographical errors prior to the publication of the final plan.**

## **REASONS FOR DECISION**

The North London boroughs, as the Waste Planning Authorities, are required to prepare a waste local plan by the EU Waste Framework Directive, by the National Waste Management Plan, the National Planning Policy for Waste (NPPW) and by the Mayor's London Plan. It forms part of the suite of documents that make up the 'Local Plan' for each of the boroughs. It sets out how the waste management needs for North London, and provides the planning framework for the management of North London's waste up to 2035.

16. **Article 4 Direction To Remove Permitted Development Rights For Change Of Use From Use Class E (Commercial, Business And Services) To Residential In The District Centres And Local Shopping Centres - Key Decision No. NH S030**

## **RESOLVED**

**That Cabinet:**

- I. **Approved the making of a non-immediate Article 4 Direction (A4D) (Appendix 1) to withdraw the permitted development ("PD") rights granted by Schedule 2, Part 3, Class MA of the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended) ('the GDPO') for changes of use from Class E to a dwellinghouse (Class C3) in Hackney's District Centres and Local Shopping Centres (as shown in Appendix 2).**
- II. **Delegated authority to the Director of Legal and Governance Services to carry out all publicity/consultation arrangements set out in paragraph 10.1-10.2 of this report and to disapply paragraph 1(1)(c) of Schedule 3 of the GPDO (not to serve individual owner or occupier notice of the A4D because their number makes individual service impracticable).**

## **REASONS FOR DECISION**

The Council considers that the PD right allowing change of use from Use Class E (commercial, business and services) to Use Class C3 (dwellinghouse) without planning permission may constitute a threat to the economy, jobs and amenities of the Borough and would be prejudicial to the proper planning of the Borough, in particular the Council's ability to prevent the loss of uses which

contribute to the wider strategic aims for the area.

This A4D is considered necessary because the Council's employment and retail planning policies are based on robust evidence which establishes a need to protect employment and commercial uses to ensure the vitality and viability of Hackney's economy. The permitted development rights would undermine the operation of these policies and may impact negatively on the provision of employment spaces, commercial spaces and jobs in the borough.

**17. Article 4 Direction To Remove Permitted Development Rights For Change Of Use From Use Class E (Commercial, Business And Services) To Residential In The Hackney CAZ, City Fringe And Major Town Centres - Key Decision No. NH S031**

**RESOLVED**

**That Cabinet:**

- I. **Approved the making of a non-immediate Article 4 Direction (A4D) (Appendix 1) to withdraw the permitted development ("PD") rights granted by Schedule 2, Part 3, Class MA of the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended) ("the GDPO") for changes of use from Class E to a dwellinghouse (Class C3) in Hackney's CAZ, City Fringe, and Major Town Centres area (as shown in Appendix 2).**
- II. **Delegated authority to the Director of Legal and Governance Services to carry out all publicity/consultation arrangements set out in paragraph 10.1-10.2 of this report and to disapply paragraph 1(1)(c) of Schedule 3 of the GPDO (not to serve individual owner or occupier notice of the A4D because their number makes individual service impracticable).**

**REASONS FOR DECISION**

The Council considers that the PD right allowing change of use from Use Class E (commercial, business and services) to C3 (dwellinghouse) without planning permission may constitute a threat to the economy, jobs and amenities of the Borough and would be prejudicial to the proper planning of the Borough, in particular the Council's ability to prevent the loss of uses which contribute to the wider strategic aims for the area.

This A4D is considered necessary because the Council's employment and retail planning policies are based on robust evidence which establishes a need to protect employment and commercial uses to ensure the vitality and viability of Hackney's economy. The permitted development rights would undermine the operation of these policies and may impact negatively on the provision of employment spaces, commercial spaces and jobs in the Borough.

18. **Children And Families Service Full And Mid Year Update Report To Members 2020-21 (Updated September 2021) - Key Decision No. CE S038**

**RESOLVED**

That Cabinet noted the content of the Children and Families Annual Report 2020/202 (appendix 1), endorsed the report and recommend it to Full Council.

**REASONS FOR DECISION**

The report is for information and endorsement only

19. **A Place for Everyone Hackney Voluntary and Community Sector Grants - implementing the new programme in 2022 - Key Decision No. CE S007**

**RESOLVED**

That Cabinet:

- I. **Agreed the timetable for the Hackney Voluntary and Community Sector Open Grants Programme for 2022/23.**
- II. **Agreed that the following funding streams can be launched through the programme:**
  - **Community infrastructure core grants of up to £45,000 for one year with allocation of these grants subject to Cabinet approval in June 2022**
  - **Project based grants for up to £20,000 for one year from May 2022**
  - **Community Chest grants for up to £1,000 for one year for short term projects or one-off activities from May 2022**
  - **Children and Young people activity based grants of up to £10,000 over one year totalling £200,000**
- III. **Agreed the continued funding of advice services in the borough for one year and an increase in awards for organisations as set out in [appendix one](#) from April 2022, totalling £1,000,326.**
- IV. **Agreed one year funding for Specialist grants totalling £747,333 as set out in [appendix one](#)**
- V. **Contributed to the London borough's grant scheme administered by London Councils 2022/23 and noted that the contribution will be in the region of £208,093.**

- VI. Noted that proposals for the future grant programme from 2023/24 onwards will be presented to Cabinet in June 2022**
- VII. Delegated authority to approve the interim project based grants 2022/ 23 including community chest and children and young people’s grants to the Director of Inclusive Economy, Policy and New Homes in consultation with the Portfolio Holder for Health, adult social care, voluntary sector and leisure, and the Portfolio Holder for education, young people and children’s social care**
- VIII. Note that there will be an exploration of grant governance as part of an upcoming internal audit of the Council’s grant programme and that recommendations arising from this may be brought back to Cabinet in June 2022**

**REASONS FOR DECISION**

Cabinet is asked to agree the funding criteria, timetable and details of the Hackney Voluntary and Community Sector Grants programme for 2022/3 as a key decision of the Council as it affects two or more wards and is related to Council spend. The timetable is set out below:

|                               | Project grants  | Community Infrastructure grants |
|-------------------------------|-----------------|---------------------------------|
| Applications open             | 7 February 2022 | 7 February 2022                 |
| Applications close            | 25 April 2022   | 25 April 2022                   |
| Delegated authority decisions | 16 May 2022     |                                 |
| Recommendations to Cabinet    |                 | 20 June 2022                    |

A grants review was planned for 2020, and the intention was to build on continuous learning about best ways to make grant investments in a complex environment, learning in particular from the work with advice providers. The direction of travel for this grants review had already been summarised in the Council’s Voluntary and Community Sector Strategy 2019. So whilst the formal review was delayed following the onset of the pandemic because of the need to focus on grant making that responded to the immediate crisis, the Council was able to put the learning into practice in the way we funded organisations during this period, when we had to accelerate plans to change the way we understood grant funding.

The crisis unmasked a level of vulnerability in communities that could not be met by the statutory sector working in isolation. We had to ensure we were working with communities and organisations that had the best reach, seeing them as assets in a more integrated, collaborative, cross sector partnership.

By moving away from funding from a single service perspective or a command and control style of agreement, we were able to respond effectively in an environment where much was unpredictable and needs were changing quickly. Some of our key learning includes;

- Trust - officers had permission to fully collaborate with VCS partners and work relationally leading to increased levels of good will, reciprocal trust, and more collaboration and sharing of resources between VCS organisations
- We need to place greater value on reach and expertise within organisations that are working with residents that are furthest from our services and are able to 'scaffold' a resident's relationships with public services
- Traditional power relationships were challenged enabling partners to take leadership roles and reducing expectations on the Council
- The Council was able to really take an enabler role, making use of assets and resources beyond grants. This included providing access to our Community Halls when they were closed for general use, using logistical expertise and skills of staff to help the sector improve the storage and distribution of food, and facilitating ongoing communication and collaboration by hosting meetings.

From this learning we know that there are much more effective and impactful ways to invest in the voluntary and community sector than the traditional approaches to grant making and to commissioning. This traditional approach is transactional and arms length and assumes complex challenges can be addressed through simple projects and measurable outputs.

We have started to position our grant investment to: -

- **encourage sustainability and adaptability of the VCS**, rather than making organisations chase time limited funding when many local, community based organisations are already struggling
- **collaborate with other VCS organisations and across sectors** to meet residents' needs, rather than compete with each other for limited resource
- **focus on their impact** and any difficulties in making an impact, rather than just giving us what they think we want and what is easier to measure
- **promote openness and transparency**- about their whole funding picture
- **contribute to building stronger communities**, rather than delivering one off projects, recognising that communities that are more connected and resilient draw on public services less.

We now need to invest in recovery in a way that is:

- Helping and allowing the VCS to adapt through developing and enhancing their service offers, encouraging and building on what worked

well in responding to the crisis so that more people are supported in the future.

- Empowering ethnically diverse groups led VCS organisations/groups as a key way that we can address structural racism; addressing imbalances of power and prioritisation.
- Responding to the increasing need for capacity building, particularly nurturing leadership to help guide the transition to survive post-pandemic.
- Supporting, developing and sustaining community action at a local level so that it can best meet needs and strengthen local relationships.
- Prioritising interventions that help residents and communities to navigate the changes caused by the pandemic and importantly prevent difficulties escalating and enable emergence out of the crisis.
- Maintaining levels of collaboration and trust developed within the sector and with public agencies

The future of the grants programme is being shaped by the Council's experience of working with the sector during the pandemic, the knowledge we have gained from working with Advice providers, and the change and transformation we are trying to achieve as a Council. We do not intend to change the objectives of the grant programme and the two main aims are still relevant, if not more so given the refresh of the Council's Corporate Plan.

- To promote social inclusion, encourage independence and develop personal resilience
- To build positive relations between different groups and communities that will maintain the high levels of community cohesion in Hackney

The review of the grants programme will be progressed over the next six months. This will include exploring further opportunities to build in equality focussed and anti-racist approaches to the delivery of the investment e.g. the application process. A report to Cabinet the summer of 2022 will outline these proposals and ask permission to launch the new grants programme. Permission is being sought in this report for decisions on project based grant recommendations made in May 2022, to be delegated to the Director of Inclusive Economy, Policy and New Homes whilst decisions in regards to community infrastructure and local anchor organisations will be taken to Cabinet next summer. Although grants are non-recurring and organisations should not rely on funding, an analysis has been undertaken with existing grantees to ensure that the gap in grant funding availability between April and June 2022, will not adversely affect their continued operation.

In January 2022 an internal audit of the Council's grant programme is being undertaken as part of the 2021/22 Internal Audit Annual Plan, as approved by the Audit Sub-Committee on 21 April 2021. The Plan was developed following an assessment of the key risks facing the Council. The audit may result in recommendations that will need to be brought to Cabinet later this year for consideration.