



Title of Report	Capital Update and Property Disposals and Acquisitions Report
Key Decision No	FCR S196
For Consideration By	Cabinet
Meeting Date	22 May 2023
Cabinet Member	Philip Glanville, Mayor of Hackney
Classification	Open
Ward(s) Affected	All
Key Decision & Reason	Yes Spending or Savings
Implementation Date if Not Called In	30 May 2023
Group Director	Ian Williams, Finance and Corporate Resources

1. CABINET MEMBER'S INTRODUCTION

- 1.1 This report updates members on the capital programme agreed in the 2023/24 budget.
- 1.2 Through the proposals in this report we demonstrate our commitment to meeting our manifesto pledges as well as continuing to deliver against the Council's Strategic Plan.
- 1.3 This month investment of £14.170m is proposed over a five-year period into our Voluntary and Community Sector (VCS) portfolio which supports VCS organisations to deliver services by providing premises on favourable lease terms. This significant investment is on essential works identified as required by condition surveys and contributes to the delivery of our Strategic Plan through investing in a Fairer Hackney. Given reductions in Government funding over 13 years of austerity and the financial pressures the Council remains under, as set out in paragraph 7.4, we are committed to ensuring that our VCS portfolio is financially sustainable as well as continuing to work with our VCS partners in achieving this aim.
- 1.4 We continue to invest in a Greener and more sustainable Hackney through infrastructure projects and through direct improvements to our green environment. This month we include proposals on two biodiversity projects where we have been successful in obtaining grant funding to aid their delivery:
 - **Grow Back Greener North Marsh Pavilion:** £45k is proposed for improving the habitat in Hackney Marshes to increase biodiversity around the North Marsh.
 - **Rewild London River Lea Biodiversity Improvement Project:** £63k is proposed for increasing biodiversity across Hackney in line with the emerging Local Nature Recovery Plan, creating more wild areas across all parks and green spaces, specifically this project will enhance biodiversity around the Old Lea River.
- 1.5 Finally this month £70k is proposed to appoint an experienced landscape-led consultant team to develop a joint Public Realm Framework for Hackney Wick and Fish Island (HWFI) which will guide the development of public realm improvements in the area over the next five years, ensuring that HWFI continues to be an accessible, sustainable, safe and desirable place for everyone who lives and works there. Building on the strong working relationship between the London Legacy Development Corporation, London Borough of Tower Hamlets and the HWFI Community Development Trust, we will ensure that the Mayor of London designated HWFI Creative Enterprise Zone continues to maintain its unique character and stand out as an exemplar neighbourhood on the edge of the Queen Elizabeth Olympic Park.
- 1.6 I commend this report to Cabinet.

2. GROUP DIRECTOR'S INTRODUCTION

- 2.1 This report updates Members on the current position of the Capital Programme and seeks approval as required to enable officers to proceed with the delivery of those schemes as set out in section 3 of this report.
- 2.2 This report includes a proposal for substantial capital investment in the VCS estate of £14.170m over a 5 year period. This represents a significant increase to the capital programme which requires additional resource. In the absence of any other source of funding this investment is likely to be funded by borrowing. Increased borrowing has a direct impact on the Council's medium term financial plan in terms of sums set aside to repay that borrowing and interest costs incurred and therefore increases the budget gap the Council has to meet going forward. The works set out in section 11 below are essential and need to go ahead, however, this investment is recommended for Cabinet approval on the condition that a fundamental review is undertaken of the VCS portfolio with the objective of achieving a sustainable financial position on this group of assets both in terms of revenue and capital costs to the Council.

3. RECOMMENDATION(S)

- 3.1 **That the scheme for Finance and Corporate Resources and Housing as set out in section 11 be given approval as follows:**

Voluntary and Community Sector (VCS) Property Portfolio Works: Resource and spend approval of **£14,170k (£2,827k in 2023/24, £3,054k in 2024/25, £2,923 in 2025/26, £2,592k in 2026/27 and £2,774k in 2027/28)** is requested to carry out CIPFA recommended remedial works and Fire Risk Assessed compliance works to 21 properties under the leasehold responsibility of the Landlord (Hackney Council).

- 3.2 **That the scheme for Climate, Homes and Economy as set out in section 11 be given approval as follows:**

Grow Back Greener North Marsh Pavilion: Resource and spend approval of **£45k in 2023/24** is requested to fund the improvements to habitat in Hackney Marshes to increase biodiversity around the North Marsh.

Rewild London River Lea Biodiversity Improvement Project: Resource and spend approval of **£63k in 2023/24** is required to fund the increasing biodiversity across Hackney in line with the emerging Local Nature Recovery Plan, creating more wild areas across all parks and green spaces.

Hackney Wick and Fish Island Public Realm Framework: Resource and spend approval of **£70k in 2023/24** is requested to appoint an experienced landscape-led consultant team to develop a Public Realm Framework for Hackney Wick and Fish Island (HWFI) which sets out a vision for HWFI and an approach to implementing a shortlist of deliverable projects in the area.

4. REASONS FOR DECISION

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

4.2 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.

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

5. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

None.

6. BACKGROUND

6.1 Policy Context

The report to recommend the Council Budget and Council Tax for 2023/24 considered by Council on 27 February 2023 sets out the original Capital Plan for 2023/24. Subsequent update reports considered by Cabinet amend the Capital Plan for additional approved schemes and other variations as required.

6.2 Equality Impact Assessment

Equality impact assessments are carried out on individual projects and included in the relevant reports to Cabinet or Procurement Committee, as required. Such details are not repeated in this report.

6.3 Sustainability and Climate Change

As above.

6.4 Consultations

Relevant consultations have been carried out in respect of the projects included within this report, as required. Once again details of such consultations would be included in the relevant detailed reports to Cabinet or Procurement Committee.

6.5 Risk Assessment

The risks associated with the schemes detailed in this report are considered in detail at individual scheme level. Primarily these will relate to the risk of the projects not being delivered on time or to budget. Such risks are however constantly monitored via the regular capital budget monitoring exercise and reported to cabinet within the Overall Financial Position reports. Specific risks outside of these will be recorded on departmental or project based risk registers

as appropriate.

7. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

7.1 The gross approved Capital Spending Programme for 2022/23 currently totals **£311.917m (£153.220m non-housing and £158.698m housing)**. This is funded by discretionary resources, borrowing, capital receipts, capital reserves (mainly Major Repairs Reserve and revenue contributions) and earmarked funding from external sources.

7.2 The financial implications arising from the individual recommendations in this report are contained within the main report.

7.3 The recommendations in this report will result in a revised gross capital spending programme for 2023/24 of **£314.922m (£155.021m non-housing and £159.901m housing)**.

Current Directorate	Revised Budget Position	May 2023 Cabinet	Updated Budget Position
	£'000	£'000	£'000
Chief Executive's	2,310	0	2,310
Adults, Health & Integration	2,697	0	2,697
Children & Education	15,972	0	15,972
Finance & Corporate Resources	97,897	1,624	99,521
Climate, Homes & Economy	34,344	178	34,521
Total Non-Housing	153,220	1,801	155,021
Housing	158,698	1,203	159,901
Total	311,917	3,004	314,922

7.4 This report includes a proposal for substantial capital investment in the VCS estate of £14.170m over a 5 year period. In the absence of any other source of funding this investment is likely to be funded by borrowing. Increased borrowing has a direct impact on the Council's medium term financial plan in terms of sums set aside to repay that borrowing and interest costs incurred and therefore increases the budget gap going forward. It is recognised that the works proposed are essential and need to go ahead, however, this investment is recommended for Cabinet approval on the condition that a fundamental review is undertaken of the VCS portfolio with the objective of achieving a sustainable financial position on this group of assets both in terms of revenue and capital costs to the Council.

8. VAT IMPLICATIONS ON LAND AND PROPERTY TRANSACTIONS

8.1 **VCS Portfolio Works:** If the Council undertakes works to the properties it will

incur VAT on the cost so the Council will need to consider what supplies are made from the properties and attribute the VAT accordingly. So if the Council is doing works on a property that is 'opted to tax' and taxable income is received, or if the lease is at a peppercorn and no other consideration is received such that a non-business supply is being made, you would expect the VAT to be recoverable in full. However, if the property is 'not opted' and is rented out with exempt rent coming in, however low that income is, the VAT on the works will need to be included in the Council's partial exemption calculation, so if the works are substantial you may need to consider making an 'option to tax' and charging VAT going forwards.

9. COMMENTS OF THE DIRECTOR OF LEGAL, DEMOCRATIC AND ELECTORAL SERVICES

9.1 The Group Director, Finance and Corporate Resources is the officer designated by the Council as having the statutory responsibility set out in section 151 of the Local Government Act 1972. The section 151 officer is responsible for the proper administration of the Council's financial affairs.

9.2 In order to fulfil these statutory duties and legislative requirements the Section 151 Officer will:

- (i) Set appropriate financial management standards for the Council which comply with the Council's policies and proper accounting practices, and monitor compliance with them.
- (ii) Determine the accounting records to be kept by the Council.
- (iii) Ensure there is an appropriate framework of budgetary management and control.
- (iv) Monitor performance against the Council's budget and advise upon the corporate financial position.

9.3 Under the Council's Constitution, although full Council set the overall Budget (including Capital Plan) it is the Cabinet that is responsible for putting the Council's policies into effect and responsible for most of the Councils' decisions. The Cabinet has to take decisions in line with the Council's overall policies and budget.

9.4 The recommendations include requests for spending approvals. The Council's Financial Procedure Rules (FPR) paragraphs 2.7 and 2.8 cover the capital programme with 2.8 dealing with monitoring and budgetary control arrangement

9.5 Paragraph 2.8.1 provides that Cabinet shall exercise control over capital spending and resources and may authorise variations to the Council's Capital Programme provided such variations: (a) are within the available resources (b) are consistent with Council policy.

10. COMMENTS OF THE DIRECTOR OF STRATEGIC PROPERTY SERVICES

None required.

11. CAPITAL PROGRAMME 2022/23 AND FUTURE YEARS

11.1 Finance & Corporate Resources and Housing

11.1.2 Voluntary and Community Sector (VCS) Property Portfolio Works: Resource and spend approval of **£14,170k (£2,827k in 2023/24, £3,054k in 2024/25, £2,923 in 2025/26, £2,592k in 2026/27 and £2,774k in 2027/28)** is requested to carry out CIPFA recommended remedial works and Fire Risk Assessed compliance works to 21 properties under the leasehold responsibility of the Landlord (Hackney Council).

Following systematic analysis of the CIPFA Condition Surveys, Officers from the Council's Corporate Capital Projects Delivery Team have been working on the resultant 'raw' data for the purposes of identifying properties which require urgent Capital investment in line with CIPFA's recommendations. Officers identified the Voluntary and Community Sector (VCS) and Commercial property portfolio (VCS/Commercial) as a priority property portfolio requiring Capital investment. Detailed analysis/review of this portfolio has identified 21 individual properties for Capital investment works. These properties have a backlog of Landlord (Hackney Council) related remedial repairs alongside remedial Health and Safety compliance works to be undertaken in order to bring these properties up to current Health & Safety legislation/standards and to comply with the stipulations of the individual property leases.

The Voluntary and Community Sector (VCS) Property Portfolio supports VCS organisations to deliver services by providing premises on favourable lease terms, where the level of rent is due to be reflective of the repair/maintenance costs to the Council. The Portfolio is an important part of the Council's wider response to the VCS's need for premises. Officers have identified a broad pool of work which should be undertaken in the coming years to keep 21 buildings in safe and compliant repair. The VCS Property Portfolio currently consists of 46 individual buildings. This capital investment funds essential work.

This project will ensure the Council will continue to have a fit for use Voluntary and Community Sector which will meet the current Health & Safety legislation and will provide stable, watertight and safe environments for these specialist groups to flourish and support the local community. In some cases these works will also enhance/improve upon the capital value of the premises for the future but in all cases support the longevity of the asset. This capital spend demonstrates the Council's commitment to have well maintained assets and our ambition to have a strong property portfolio of 'accommodation offers' for our VCS organisations in Hackney. This capital project supports all the Priorities of the Council's Community Strategy for 2018 - 2028 'A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth', 'A borough where residents and local businesses fulfil their potential and everyone enjoys the benefits of increased local prosperity and contributes to community life', 'An open, cohesive, safer and supportive community' and 'A borough with healthy, active and independent residents'.

This approval will have an impact on the capital programme as the project will be funded by borrowing done by the local authority.

11.2 Climate, Homes & Economy

11.2.1 Grow Back Greener North Marsh Pavilion: Resource and spend approval of **£45k in 2023/24** is requested to fund the improvements to habitat in Hackney Marshes to increase biodiversity around the North Marsh. The Council was successfully awarded £25k external funding from the Greater London Authority Grow Back Greener grant to part-fund 'The Rewild Hackney Marshes' project. Hackney Council recently built an accessible cricket pavilion, changing rooms and car park in the north of Hackney Marshes. Although the landscape around the building was developed with biodiversity in mind, it was primarily designed to support the site's use as a sporting destination. There is huge potential to further enhance biodiversity in this area, and contribute to enhancing climate resilience. The Council is committed to providing more green spaces for residents to enjoy, as well as helping to enhance and protect biodiversity. In recognition of this the Council wants to make the North Marsh Pavilion an exemplary site for enhancing biodiversity and a test bed for new techniques and approaches to climate adaptation. The overall climate risk, flood risk and heat risk of the area around Hackney Marshes is classed as high. Recent improvements to habitat in Hackney Marshes undertaken by the Wildlife Gardeners of Haggerston have resulted in an increase in biodiversity along the River Lea, and a return of wildlife species that had previously left the area. This project seeks to build on this work by creating a corridor that allows these species to more easily move across the Marshes, and create a new area of habitat all around the North Marsh Pavilion. Specifically this project will see volunteers assist the Council to deliver:

- A new pond next to the North Marshes Pavilion
- New wildlife habitat gabions
- New tree planting to provide habitat and shading in the North Marsh car park

Transforming areas in and around the existing car park into an attractive, accessible, sustainable and biodiverse Open Mosaic Habitat (OMH) will bring the following benefits:

- Increasing the surface area of green cover and reducing surface water flood risk by depaving to turn grey to green
- Introducing new trees to create shade, promoting cooling, managing surface water and supporting natural flood management
- Enhancing existing habitat
- Introducing new wildlife habitat gabions
- Introducing a new pond next to the North Marshes Pavilion
- Increasing volunteering at Hackney Marshes
- 1142m² of public realm improved, and 315m² of greenspace will be created.

Below is the funding sources for this project:

Capital Funding	Funding Sources
£25,000	Grow Back Greener grant
£20,000	Council's Parks Improvements budget
£45,000	Total

Hackney has one of the largest expanses of green spaces in inner London, with 58 parks and green spaces totalling around 282 hectares. Improving our parks and green spaces is one of our priorities. This project will seek to address key issues facing Hackney Marshes by increasing biodiversity in line with the emerging Local Nature Recovery Plan, creating more wild areas across Hackney Marshes and identifying opportunities to connect parks and green spaces together. This project will contribute towards creating more liveable neighbourhoods and tackling the biodiversity crisis. This capital project supports the Council's 2018-2028 Sustainable Community Strategy Priority 3 'A greener and environmentally sustainable community which is prepared for the future' and Priority 5 'A borough with healthy, active and independent residents'.

Project milestone	Estimated completion date
Detailed design & technical specifications	March 2023
Volunteering recruitment completed	April 2023
Commence contractor works	March 2023
Commence volunteering days - supervision/ refreshment costs	April 2023
Finish on site	Dec 2023

11.2.2 **Rewild London River Lea Biodiversity Improvement Project:** Resource and spend approval of **£63k in 2023/24** is requested to fund the increasing biodiversity across Hackney in line with the emerging Local Nature Recovery Plan, creating more wild areas across all parks and green spaces. The Council has been successful applying for a total of £48,475.54 of external funding from the Mayor of London's Rewild London Fund to support a project to enhance biodiversity around the Old Lea River. This river restoration project will install proven, soft-engineering interventions using locally sourced materials as far as possible, and plant reedbeds and other marginal vegetation. This will restore an ecologically complex structure to the channels, improve riverine and riparian habitat and enhance the ecological functioning of the river. The project is led and designed by award-winning local ecologists with hyperlocal knowledge as

well as academic training and years of experience of woodland and waterway public space conservation work.

An ecological system becomes more robust with increasing biodiversity and abundance of native plants and wildlife. An increase in species brings with it an increase in the ecological functions that these different species provide. The greater the number of these species, the greater the overlap of their ecological functions. A healthy river will have a number of species of mussels, clams, and aquatic invertebrates filtering particles for food on the river bed. This means that when pollution, disturbance or climate chaos stresses the river system and the populations of some of these species are reduced or lost entirely, it is not a catastrophe for the overall health of the river as the ecological functions necessary for a healthy river system will still be performed, just by fewer species. The mussels, clams or other invertebrates that are more sensitive to the driver/s of decline may be lost, but others less sensitive, will remain. The greater the diversity, the greater the chances that some of the species will survive and continue to perform their ecological functions. The Project is working on increasing the types and quality of habitat along the river which in turn will increase diversity of species and their abundance and so lead to greater resilience.

The Project will enhance the Lea Valley SINC (Sites of Importance for Nature Conservation) itself, as well as adjacent SINCs, surrounding Metropolitan Open Land and the contiguous Lea Valley. There is potential for landscape-scale enhancement. This is particularly valuable as areas with large populations experiencing a deficit of nature are close by. Currently, the Old Lea lacks wetland margins and the large trees along the riverbank shade out sunlight. Intensifying recreational use increasingly threatens the degraded site where Himalayan Balsam, Knotweed and Giant Hogweed dominate both banks. The Lower Lea as a whole, achieved 'Bad' Ecological and 'Fail' Chemical status in the latest available Environment Agency's Catchment Data. This river restoration project will install proven, soft-engineering interventions using locally sourced materials as far as possible, and plant reedbeds and other marginal vegetation. This will restore an ecologically complex structure to the channels, improve riverine and riparian habitat and enhance the ecological functioning of the river. The overall climate risk, flood risk and heat risk of the area around Hackney Marshes is classed as high. The project is responding to the ecological emergency by:

- Installing in-channel features such as 'fallen tree analogues' and berms. The physical structure of the gravels and silts is improved, the flow is more varied, creating riffles and pools that are favoured by different species of fishes and aquatic invertebrates during their different life-stages.
- Clearing invasive non-native species that offer limited habitat and forage for native wildlife and, in the case of Himalayan Balsam, increase bank erosion.
- Planting marginal species that allow the river to self-regulate its channel during normal, high and low flow.

- Managing trees along the banks to allow enough light in to encourage marginal and in-channel vegetation but also provide enough shade to keep water temperatures from rising too high in summer.
- Planting extensive reedbeds and protecting remnant populations of native plants so they can spread further, providing habitat, refuge, recycling nutrients and taking toxins out of circulation.
- Installing bat and bird boxes in mature trees and installing protected loggeries for shrews, wood mice, voles, hedgehogs, grass snakes and toads.
- Planting bank-side native scrub understory and building protected, fenced loggeries to provide refuges for mammals, reptiles and possibly amphibians from disturbance and predation by people and dogs. These ecological enhancements will in turn attract an increase in predators such as kestrel, sparrowhawk and weasel.
- The Old Lea and its reedbeds are London Environment Strategy habitat targets. Both act as blue/green corridors connecting and increasing the resilience of the local SINC network.
- 4ha of river will be improved and 1ha of reedbeds will be created.
- This project will improve the River Lea corridor and Hackney Marshes, owned and managed by the Council.

Below is the funding sources for this project:

Capital Funding	Funding Sources
£48,475.54	Rewild London GLA Grant
£9,900	Council's Parks Improvements budget
£4,200	Environment Agency, capital
£62,575.54	Total

In addition to the above funding there is also £32,135.31 in-kind match funding, this is a non cash contribution via volunteering hours at £11.95/hour. This capital spend demonstrates the Council's commitment to providing more green spaces for residents to enjoy, as well as helping to enhance and protect biodiversity. This capital project supports the Council's 2018-2028 Sustainable Community Strategy Priority 3 'A greener and environmentally sustainable community which is prepared for the future' and Priority 5 'A borough with healthy, active and independent residents'. This approval will have no net impact on the capital programme as it will be funded by grant and the Council's discretionary capital contribution.

Project milestone	Estimated completion date
Complete reedbed and marginal planting and	April 2023

maintenance/ volunteering	
Bat and bird roosts	Sept 2023
Fallen tree analogues and berms completed	Oct 2023
Finish on site - monitoring and interpretation	March 2024

11.2.3 **Hackney Wick and Fish Island Public Realm Framework:** Resource and spend approval of **£70k in 2023/24** is requested to appoint an experienced landscape-led consultant team to develop a joint Public Realm Framework for Hackney Wick and Fish Island (HWFI) which sets out a vision for HWFI and an approach to implementing a shortlist of deliverable projects in the area. Hackney has a long established working relationship with the London Borough of Tower Hamlets and the London Legacy Development Corporation, and in 2018, jointly established a Creative Enterprise Zone in the area of Hackney Wick and Fish Island. Funding has been secured from the Greater London Authority to fund many of the activities in the Creative Enterprise Zone. This approval will increase funding on the existing Hackney Wick Masterplan budget. The Council has accepted the grant agreement with the grant conditions to enable Council Officers to proceed with the delivery of this project. The overall budget is £138,573 from Hackney Wick Masterplan funding (already approved) and £70k from new external funding sources: £30k (GLA Impact Grant) and £40k (London Borough of Tower Hamlets contribution).

This first stage of the project is to appoint an experienced landscape-led consultant team to develop a Public Realm Framework for HWFI which sets out a vision for HWFI and an approach to implementing a shortlist of deliverable projects in the area. The Public Realm Framework will guide the development of public realm improvements in the area over the next five years, ensuring that HWFI continues to be an accessible, sustainable, safe and desirable place for everyone who lives and works there. The Council officers will seek to raise additional funding so that the recommended list of projects can be delivered in the area. It is expected that the Hackney and Tower Hamlets Council's Regeneration Team and Highway/ Streetscene Teams will take forward these projects beyond RIBA Stage 2 if additional resources can be secured. It is also expected that community groups and private landowners may take forward projects that are identified within the Public Realm Framework. The HWFI Community Development Trust has already been commissioned by Hackney to support the consultant team in engaging with the local community. The benefits for this project will:

- Improve the walking and cycling accessibility of HWFI for all local residents, ensuring that the key connections to the QEOP and canals are accessible to all members of the public
- Improve the safety of the area's roads and streets, in terms of both anti-social behaviour and road safety
- Improve connectivity, wayfinding and permeability across HWFI and the

rest of Hackney and Tower Hamlets

- Increase the amount of open, green spaces and sustainable drainage systems within HWFI to help address the Climate Emergency
- Reduce surface water flood risk in the area
- Support the creation of a clear 'focal point' for HWFI's neighbourhood centre
- Develop open and constructive dialogue with residents and businesses
- Ensure young people are involved in engagement work alongside the wider community
- Create a child friendly neighbourhood
- Support HWFI's older people and wheelchair accessibility
- Support the delivery of a circular economy high street/ neighbourhood that builds on innovative local precedents to reduce emissions associated with waste (such as single use packaging and food); promoting reuse and recycling; and encouraging public engagement in circular economy activities
- Ensure the safety of Women and Girls across the QEOP and surrounding neighbourhoods
- Identify opportunities to improve the public realm in relation to night time economy use, specifically focusing on safety

Capital Funding	Funding Sources
£30,000	GLA
£40,000	London Borough of Tower Hamlets
£70,000	Total

This capital expenditure will contribute towards creating more liveable neighbourhoods and tackling the biodiversity crisis. The Council's Capital Strategy has a commitment to "Maintenance of the Council's parks and green spaces - ensuring our residents have the space to exercise and stay healthy and have access to good local facilities." This capital project supports the Council's 2018-2028 Sustainable Community Strategy Priority 3 'A greener and environmentally sustainable community which is prepared for the future'. This approval will have no net impact on the corporate programme as the project will be funded by grant and capital contribution from London Borough of Tower Hamlets.

Project milestone	Estimated completion date
Stage 1: Review	May 2023
Stage 2: Vision	June 2023
Stage 3: Strategy	August 2023
Stage 4a: RIBA 1	Sept 2023

Stage 4b: RIBA 2	Nov 2023
Project design development, and delivery	2024

APPENDICES

None.

BACKGROUND DOCUMENTS

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required.

None.

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