

Notice of Meeting

Leadership Team

Wednesday, 13 November 2024 at 6.30 pm

Committee Room 1, Kensington Town Hall

Link to livestream broadcast:

youtube.com/kensingtonandchelsea

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Issue Date: Tuesday, 5 November 2024



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Chief Executive – Maxine Holdsworth

Membership: Cllr Elizabeth Campbell (Chair), Cllr Kim Taylor-Smith (Vice-Chair), Cllr Sarah Addenbrooke, Cllr Catherine Faulks, Cllr Cem Kemahli, Cllr Sof McVeigh, Cllr Josh Rendall, Cllr Johnny Thalassites and Cllr Emma Will

FILMING, BROADCASTING AND BLOGGING – Please note that this meeting is open to the press and public and will be broadcast via the Council's website. Additionally members of the press and public may film, tweet, blog etc. from those parts of the meeting room allocated as public seating. It is important, however, that councillors can discuss and take decisions without disruption so any activity of a manifestly disruptive nature will not be permitted. Generally the public seating areas, especially those further back, are not 'in shot', however the Council cannot guarantee that any part of the room or any seat cannot or will not be filmed and as such, by entering the meeting room, you are consenting to being filmed.

Agenda

72 SECONDS' SILENCE

There will be 72 seconds' silence to remember those who lost their lives in the Grenfell tragedy.

Pages

1. Apologies for Absence

2. Declarations of Interest

Any Member of the Leadership Team, or any other Member present in the meeting, who has a disclosable pecuniary interest in a matter to be considered at the meeting is reminded to disclose the interest to the meeting and to leave the meeting room while any discussion or vote on the matter takes place.

Members are also reminded that if they have any other significant interest in a matter to be considered at the meeting, whether registered or not, which they feel should be declared in the public interest, such interests should be declared to the meeting. In such circumstances Members should consider whether, a member of the public, with knowledge of the relevant facts would reasonably regard the interest as so significant that it is likely to prejudice their consideration or decision making. If the Member considers that to be the case, they should leave the meeting room while any discussion or vote on the matter takes place.

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| 3. | Minutes of Previous Meeting | 5 - 10 |
| | The minutes of the Meeting held on 25 September are submitted for confirmation. | |
| 4. | Grenfell Tower Inquiry Response KD1000211 | 11 - 60 |
| 5. | Draft Statement of Gambling Policy (2025-2028) KD1000302 | 61 - 136 |
| 6. | Medium Term Financial Planning (update including on draft proposals for budget reductions, capital investment, and fees and charges) KD1000168 | 137 - 306 |
| 7. | Treasury Management Strategy Mid-Year Review KD1010532 | 307 - 318 |
| 8. | ANY OTHER ORAL OR WRITTEN PUBLIC ITEMS WHICH THE CHAIRMAN CONSIDERS URGENT

[Each written report on the public part of the Agenda as detailed above:
(i) was made available for public inspection from the date of the Agenda;
(ii) incorporates a list of the background papers which (i) disclose any facts or matters on which that report, or any important part of it, is based; and (ii) have been relied upon to a material extent in preparing it. (Relevant documents which contain confidential or exempt information are not listed.); and
(iii) may, with the consent of the Chairman and subject to specified reasons, be supported at the meeting by way of oral statement or further written report in the event of special circumstances arising after the despatch of the Agenda.] | |
| 9. | EXCLUSION OF THE PRESS AND PUBLIC

If required, the Leadership Team will resolve to exclude the press and public from the meeting should any specific item of business so require on the grounds that discussions may involve the likely disclosure of | |

exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended).

Some reports on the agenda may include confidential information which is exempt from publication. The Leadership Team may need to discuss this information in private session before decisions are taken afterwards, in public session.

The next ordinary meeting of the Leadership Team will take place at
6.30 pm on Wednesday, 11 December 2024

Quorum: No business shall be transacted at any meeting of the Leadership Team unless the Leader (or in his or her absence the Deputy Leader) and two other Members of the Leadership Team are present or in the absence of both the Leader and Deputy Leader, unless five Lead Members are present. (SO 38.01)

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Agenda Item 3

Minutes of the Meeting of the Leadership Team held in the Committee Room 1, Kensington Town Hall at 6.30 pm on Wednesday, 25 September 2024

PRESENT

Committee Members

Cllr Elizabeth Campbell (Chair)
Cllr Kim Taylor-Smith (Vice-Chair)
Cllr Sarah Addenbrooke, Lead Member for Communities & Community Safety
Cllr Catherine Faulks, Lead Member for Family & Children's Services
Cllr Cem Kemahli, Lead Member for Planning & Public Realm
Cllr Sof McVeigh, Lead Member for Housing Management, Housing Safety & Building New Homes
Cllr Josh Rendall, Lead Member for Adult Social Care & Public Health
Cllr Johnny Thalassites, Lead Member for Finance, Customer Services & Net Zero Council
Cllr. Emma Will - Property, Parks and Leisure

Others Present

Cllr Claire Simmons, (Chair, Housing and Communities Select Committee)
Cllr Mary Weale, (Chair, Overview and Scrutiny Committee)

Council Officers

Amanda Anerville, Head of Financial Management
Douglas Campbell, Governance Manager
Mike Curtis, Executive Director for Resources
Sam Elliot, Head of Chief Executives Office
Doug Goldring, Director of Housing Management (Grenfell)
Maxine Holdsworth, Chief Executive
David Hughes, Director of Audit Risk and Fraud
Dan Hawthorn, Executive Director for Housing and Social Investment
Liam McCusker, Head of Financial Management
Sarah Newman, Bi Borough Executive Director of Children Services
LeVerne Parker, Chief Solicitor and Monitoring Officer
Joe Philp, Assistant Director of Grenfell Partnerships, Strategy and Transformation
Toyin Shobowale, Senior Governance Co-Ordinator
Kirti Shori, Principal Solicitor and Deputy Monitoring Officer
Beau Stanford-Francis, Executive Director for Environment and Neighbourhood
Lisa Taylor, Director of Financial Management
Callum Wilson, Strategic Director of Grenfell Partnerships and Corporate Transformation

1 APOLOGIES FOR ABSENCE

There were no apologies.

2 DECLARATIONS OF INTEREST

No declarations of interest were made.

3 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 15 July 2024 were confirmed as a correct record.

4 GRENFELL TOWER INQUIRY – IMPLICATIONS FOR THE COUNCIL KD1000212

Cllr. Elizabeth Campbell - Leader of the Council (Chair), introduced the report and said that although the findings of the Grenfell Tower Inquiry report was of major significance for the Council, it cannot be compared to what the families of the bereaved, survivors and community went through because of the Grenfell Tower Tragedy. She apologised unreservedly on behalf of the Council and fully accepted the findings of the Inquiry. She added that whilst the Council cannot undo the harm it had done, it owed the bereaved families, their neighbours and communities a duty to ensure lasting changes are made on how the Council operates.

Officers stated that the Implications for the Council report highlighted the Council and Tenant Management Organisation's failure in listening to their residents.

The Leadership Team heard representations from members of the community, Grenfell Walk residents, and leaseholders. The residents expressed their disappointment and dissatisfaction with the Council stating that nothing had changed much since the Grenfell Tower tragedy. They added that the Council had not listened to residents despite many promises. They felt labelled and were not being treated as individuals who had suffered a tragedy. However, they welcomed the Council's pledge and commitment to working and engaging more with residents, bereaved, survivors and community to get the best outcome.

Members of the community and Grenfell Walk Survivors, although recognising that the Council accepted the findings of the Inquiry fully, asked that the Council put measures in place to ensure that such a tragedy never happens in future. They were keen to hear how the Council would do things differently, particularly in areas of community engagement and consultation with local people, bereaved families and all stakeholders before decisions are reached.

In response to these questions, Officers provided assurance that the Council would work closely with all stakeholders using the information received through extensive consultation and engagement with the residents, bereaved, survivors of the tragedy and community as a foundation for improvement.

Cllr. Simmons, Chair of Housing and Communities Select Committee introduced the reference report from the Housing and Communities Select

Committee. She spoke on some of the Committee's suggestions to the Council, for example, having a governance and decision-making timetable, a community engagement programme, inviting an open dialogue with bereaved families, survivors, and residents to discuss the Inquiry's findings and the implications for the Council.

The Leadership Team noted the recommendations in the reference report from the Housing and Communities Select Committee (HCSC).

Cllr. Weale, Chair of Overview & Scrutiny Committee, introduced the reference report from the Overview and Scrutiny Committee. The report sets out areas where the Committee sought assurance that failings of the Council had been addressed as well as suggestions to be included in the final response being prepared for Leadership Team for referral to full Council. For example, attitude and Cultural changes, Accountability and especially what it means for residents, Consultations including time scheduled for resident feedback and that the Council's approach to data needs to be robustly developed as the Public Inquiry found weaknesses arising from insufficient data in the aftermath of the Tragedy.

The Leadership Team reviewed and noted the recommendations in the reference report from the Overview & Scrutiny Committee

The Chief Executive explained that since the tragedy, a lot of positive changes have been made, for example, in areas of 'emergency planning' where the Council now has measures in place to help with the gathering of tenants and leaseholders' data. Other areas of service improvement include, 'out of hours emergency' rotas and access to direct information which means the Council can access necessary information faster.

Cllr. Elizabeth Campbell - Leader of the Council (Chair) reaffirmed the Council's ongoing commitment to working with residents, bereaved, survivors and community to ensure they were adequately supported. She said that the lessons learnt from the findings of the Inquiry would continue to guide the Council.

The Leadership Team RESOLVED, for the reasons set out in paragraphs 3.1 and elsewhere within the report, that the recommendations at paragraphs 2.1 be adopted, and it considered the report, including the findings and next steps.

Action by: Chief Executive

5 COUNCIL HOUSING BOROUGH-WIDE - FIRE SAFETY WORKS FRAMEWORK AGREEMENT KD06541 (Exempt Appendix)

Cllr. Sof McVeigh - Housing Management, Housing Safety, and Building New Homes, introduced the report. She advised that the framework agreement would provide the Council with a range of suitable suppliers and a compliant route to market options for managing projects. Officers referred to the four framework agreements included in the Council's procurement programme and explained that the 'Fire Safety Works Framework Agreement' was the fourth framework under the project to come to the Leadership team meeting.

The Leadership Team welcomed this report and noted the Council's commitment to providing its residents with safe and decent homes and explained that the agreement would enable the undertaking of repairs and improvements to the living conditions of residents boroughwide.

Before moving to take any decision, the Chair sought confirmation from Members that they had no questions on the exempt appendix attached to the report. On the basis there were no such questions no resolution to enter private session was required. The Leadership

Team RESOLVED, for the reasons set out in paragraph 3.1 – 3.4 and elsewhere within the report, that the recommendations at paragraph 2.1 (i-iii) be adopted.

The Leadership Team:

- (I.) Approved the award of the Council's multi-supplier Fire Safety Works Framework Agreement with contracts to the suppliers set out under section 4.12 of this report to support the delivery of the Housing Management Capital Investment Programme. The Framework will be set up for a period of up to four (4) years with the option to extend for a further (2) years. The estimated value of the budget spend under the Framework is £90,000,000 (inc. VAT).
- (II.) Delegated authority to the Executive Director of Housing and Social Investment following consultation with the Lead Member for Housing Management, to approve the procurement strategy for all call-off contracts and subsequent related award call-off contract awards with a value above £1.5m from the Framework.
- (III.) Delegated authority to the Executive Director of Housing and Social Investment, following consultation with the Lead Member for Housing Management, Housing Safety and Building New Homes, to approve the extension of the Framework by a further 2 years after the initial four years term.

Action by: Executive Director of Housing and Social Investment

6. QUARTER 1 FINANCIAL MONITORING REPORT 2024/25 KD1000197

Cllr. Johnny Thalassites, Lead Member for Finance, Customer Services, Net Zero Council, introduced the report drawing the Leadership team's attention to the overall forecast overspend of £4.505m. He said, overall, the Council's financial position was generally strong, and officers have done a great job. He emphasised the need to closely monitor the Council's finances and look at strategies to reduce the forecast overspend and how best to utilise the limited resources to have the greatest impact and ways to address the pressures highlighted in the report throughout the year.

The Leadership Team RESOLVED, for the reasons set out in paragraph 3.1 and elsewhere within the report, that the recommendations at paragraph 2.1 – 2.5 to be adopted.

The Leadership Team:

- i. Agreed the financial position at quarter 1 for the council and work to mitigate the forecast overspend.
- ii. Agreed the proposed rephrasing of capital budget slippage to future years set out in section 26, table 19.
- iii. Agreed the new capital funding requests set out in section 26, table 20.
- iv. Agreed the proposed capital virements within directorates set out in section 26, table 21, and the corresponding amendment of 2024/25 budgets that will result.
- v. Agreed the new requests for additional funding from reserves above £250k in section 31, table 29.

Action by: Executive Director of Resources

7. ANY OTHER ORAL OR WRITTEN PUBLIC ITEMS WHICH THE CHAIRMAN CONSIDERS URGENT

There were no items considered urgent.

8. EXCLUSION OF THE PRESS AND PUBLIC

The Leadership Team did not consider any items without the press and public.

The meeting ended at 7.50pm

Chair

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The Royal Borough of Kensington and Chelsea

KEY DECISION

Report Title: Grenfell Tower Inquiry – Response

Date: 13 November 2024

Decision Maker	Leadership Team
Reporting Officer	Chief Executive
Key Decision	KD1000211
Access to information	Public (Part A)
Wards	All

1. EXECUTIVE SUMMARY

- 1.1 The Grenfell Tower Inquiry published its Phase 2 report on 4 September 2024.
- 1.2 At its meeting on 25 September the Leadership Team considered the report *Grenfell Tower Inquiry Implications for the Council* which was the first step for further discussion with officers, elected members and, most importantly, bereaved, survivors and residents.
- 1.3 The report analysed the findings of the Phase 2 report, with a focus on those most relevant to the Council, and suggested possible lines of enquiry to be considered before the Council responds.
- 1.4 The report was then debated by the Full Council at an extraordinary meeting on 9th October 2024.
- 1.5 Officers have now prepared an outline draft response to the Phase 2 report which has had regard to the comments made at the various community meetings, consideration at formal Council meetings including Overview and Scrutiny Committee and comments from councillors and staff.
- 1.6 This outline draft response has been shaped by:
 - the principles and key questions set out in the September 2024 ‘Implications for the Council’ report;
 - the analysis of the main failings identified by the Inquiry, as set out in that report;
 - the work carried out with key services to identify improvements in since 2017 and remaining gaps and concerns;
 - feedback from bereaved, survivors and residents since the “Implications for the Council” report was published; and

- comments from elected members, including Full Council and the Overview and Scrutiny Committee.
- 1.7 The Government has written to the Council asking for confirmation of the steps it has taken in light of the Phase 2 report and the outline draft response will be shared with them.
- 1.8 The Leadership Team is asked to comment on the outline draft response report to assist the preparation of a final response.

2. RECOMMENDATIONS

The Leadership Team is recommended to:

- 2.1 Comment on the proposed approach to assist the preparation of the final response to be considered by Full Council at its meeting on 27 November 2024.

3. REASONS FOR DECISION

- 3.1 The outline draft response is the next step in preparing a full and final response to the findings of the Grenfell Tower Inquiry.

4. ANALYSIS AND PROPOSALS

Approach to the response to the Inquiry

- 4.1 As set out in the 'Implications for the Council' report, agreed by the Leadership Team in September 2024, the Inquiry Project Team has adopted certain key principles and assumptions in preparing this draft response:
- We accept the Inquiry's findings as the truth
 - We are committed to the Hillsborough Charter
 - We will focus on the Council
 - We are aware that the publication of the Inquiry report is a pivotal opportunity
 - We know this process must be a contribution to truth, justice and change
- 4.2 In addition, the Leadership Team agreed key lines of enquiry to guide the Project Team's work in the form of the following 10 questions:
- i. Are there additional implications for the Council or emerging themes that should be considered?
 - ii. Why did the Council fail?
 - iii. What has changed or improved at the Council since 2017?
 - iv. What hasn't changed or has got worse at the Council since 2017?
 - v. What does the Council need to do next?
 - vi. How should the Council measure its progress?
 - vii. What can we learn from others?
 - viii. What wider changes should we be pushing for?
 - ix. How should the Council be held to account?

x. How should we communicate our progress?

- 4.3 The Leadership Team agreed that we should answer these questions with the commitments that the Council has made under the Hillsborough Charter firmly in mind. This means not responding defensively to criticism, embracing challenge, scrutiny and new ideas and being open and honest in our assessment of what has changed and what is still left to do.

Proposed structure of the response

- 4.4 An outline structure of the Council's proposed response can be found at Appendix 1. This illustrates the sections of the report that will be drafted and explains the content of each of them

Failures, improvements and suggestions

- 4.5 The bulk of the proposed response will cover the following key thematic areas, building on the emerging themes identified in the 'Implications for the Council' report:

- Ensuring Council homes are safe
- Being a better landlord
- Rebuilding trust
- Building control and safety standards
- Emergency preparedness and response
- Understanding our communities
- Managing partnerships and contracts
- A skilled and professional workforce
- Listening to residents, individually and collectively
- Governance and oversight

- 4.6 For each of these, a summary at Appendix 2 covers the evidence of failings found in the Inquiry report; improvements made since 2017; areas that require further improvement; and emerging suggestions for future work

- 4.7 These suggestions build on work to document progress and gaps, work with individual services areas to identify further areas for improvement, and feedback from residents during the recent public engagement. The final response will propose specific commitments to be adopted by full Council.

Responding to the Inquiry's recommendations

- 4.8 The Inquiry Phase 2 Report made 58 recommendations for consideration and adoption including by Government (34 recommendations), all local authorities

including the Council (8), London Resilience (3) and the London Fire Brigade, all fire and rescue services and national fire bodies (13, as per their published response which includes 2 which are for Government to consider and 1 for the British Standards Institute). The recommendations covered a number of topics including regulatory arrangements and oversight, changes to regulations, guidance and certification of products, strengthening of professional requirements for key roles (particularly for fire safety), the operation of building control, along with civil contingency and emergency planning arrangements.

- 4.9 Where the Inquiry had made recommendations to government, including the appointment of a Construction Regulator, new or amended legislation and amendments to guidance, the Council supports the recommendations, encourages government to review and adopt them and will take the necessary steps to ensure that any resulting changes will be implemented and reported on by the Council in the delivery of its services.
- 4.10 The Council will look for opportunities to take prompt action to address the Inquiry's recommendations, including where it is possible to make changes in advance of changes to regulations and guidance. We should also consider recommendations have been directed at other organisations that we have an opportunity to learn from and adopt in our own arrangements. Officers will also continue to work closely with officials in central government to understand the implications of any changes proposed as part of the government's official response early in 2025.
- 4.11 The Council's final response to be published at the end of November will both provide an update on progress made against the recommendations in the Phase 1 report and the Council's response to each of the recommendations in the Phase 2 report.

Monitoring and accountability

- 4.12 The feedback from communities, staff and elected members clearly emphasises the importance of robust arrangements for monitoring progress on the commitments we make in the final Inquiry response.
- 4.13 This should include transparent reporting on, and robust scrutiny of, progress and mechanisms for residents to be involved in actively shaping, and holding the Council to account for, change. Feedback so far has suggested that residents want to ensure meaningful resident involvement in making change and to avoid the Council 'marking its own homework'.
- 4.14 Some of the suggestions for further improvements in section 5c of Appendix 2 include the use of existing scrutiny mechanisms as well as other options for inviting independent expertise, advice and challenge to give residents confidence that progress is being made.
- 4.15 The final response will include proposals for ongoing monitoring and accountability. This will cover internal arrangements for monitoring progress,

as well as public reporting to Council committees and, most importantly, to communities.

- 4.16 At this stage, we would recommend an annual report setting out the progress made by the Council in key areas (including the steps it has taken to address the relevant recommendations), with more regular public reporting to provide assurance on changes made in the meantime.

5. CONSULTATION AND COMMUNITY ENGAGEMENT

Feedback from bereaved, survivors and residents

- 5.1 Since 4 September the Council has held the following engagement events and activities:
- Two drop-in sessions for bereaved and survivors on 17 and 26 September, attended by 10 people in total.
 - Two drop-in sessions for residents on 19 September (Kensington Leisure Centre) and 1 October (Chelsea Theatre), attended by 40-50 people and 20-30 people respectively.
 - One public meeting for bereaved and survivors, attended by over 30 people.
 - Two public meetings for the community on 7 October (Morley College) and 24 October (Notting Dale Methodist Church), each attended by over 50 people.
- 5.2 Alongside this, elected members and officers have met with interested residents individually and in groups to discuss the implications of the report for the Council.
- 5.3 All speakers at Full Council were invited to meet with the Leader of the Council and where other groups and individuals have requested meetings, we have endeavoured to accommodate these. All bereaved and survivor stakeholder groups and Notting Dale residents' associations were offered meetings.
- 5.4 In addition to public engagement and individual meetings, a number of bereaved, survivors and residents have also given feedback in writing to the Project Team via the GTI.contact@rbkc.gov.uk.
- 5.5 The final response will include a full summary of the engagement but the following provides a summary of some of the key themes so far:
- Drop-in sessions*
- 5.6 We heard a range of feedback through the drop-in sessions:
- Residents raised a range variety of specific casework issues, mainly relating to outstanding repairs and the condition or quality of homes.

- We heard from some people that they feel the Council still doesn't listen to residents, with comparisons to our failure to listen to residents in Grenfell Tower.
- People told us they wanted to see better communications with residents and greater responsiveness from Council staff.
- Some residents raised concerns about the culture of the Council and the attitudes and behaviours of staff.
- People raised wider issues, including questions about the future of the Grenfell Tower site.
- Residents wanted to know more about the specific changes the Council has made since Grenfell, especially in areas such as housing and building control.
- Residents wanted to see improved ways of working across the Council, with better communication between teams.

Public meetings

5.7 Some of the key issues raised by bereaved, survivors and residents at the public meetings were:

- Some residents do not feel like the Council has changed since 2017 and some people think things have got worse.
- Where they have seen change, they feel it has been too slow and that the basic culture of the Council hasn't changed.
- Residents want to see fundamental culture change at the Council, including greater empathy and humanity.
- Residents are concerned about the lack of diversity in the Council's leadership and senior management team.
- Residents are still concerned about safety issues in their homes (especially fire safety) and support for vulnerable residents.
- Residents want to see safety information available in a range of different languages.
- Residents want to see more meaningful involvement in refurbishment projects.
- Residents are concerned about the treatment of vulnerable residents, non-English speakers and recent immigrants.
- Residents living in council properties have raised a range of ongoing issues in their homes that have not been resolved.

- Some feel that the Council isn't proactive in addressing issues and that residents have to fight to get results.
- Bereaved, survivors and residents want greater assurance about the oversight and management of contractors.
- When things do go wrong, they feel the Council's complaints procedure does not work well and lacks independence.
- Some do not feel the current arrangements for reporting repairs and other housing issues are working well.
- Bereaved, survivors and residents struggle to escalate key concerns and questions to more senior members of staff.
- Residents have raised concerns about the turnover of staff and the fact that teams don't speak to each other.
- Residents feel that the onus is on them to report issues and that there is a lack of proactive checking and monitoring.
- Residents are concerned about what they see as a reactive approach to health and safety issues (including damp and mould).
- Residents are tired of giving the same feedback to the Council and don't feel it is being acted on.
- Residents raised the need for dedicated forums for people to raise housing issues.
- People feel that there needs to be more independent scrutiny of the Council's work.
- Residents want to see more meaningful involvement in Council decision making.
- The Council should be more sensitive to the impact of its actions on bereaved, survivors and residents.
- People want to see action, not words.

Meetings with individuals and groups and other feedback

5.8 We heard a wide range of issues through further engagement, including (but not limited to) the following:

- Residents have raised individual casework, especially in Housing, that raises wider issues for the Council to address.
- The Council must think about who the response is for. It should be first and foremost for residents.

- The Council needs to find ways to listen to residents who might not usually come forward, not just the loud voices.
- Residents feel that it is not enough for the Council to say sorry or just accept the findings; it must show what it will do differently and how.
- People feel that social and racial discrimination played a part in the treatment of residents before Grenfell and since.
- A lack of responsiveness from officers, with residents always feeling they have to chase responses and fight to get issues resolved.
- Residents need to feel confident to complain without fearing repercussions.
- Residents raised an issue about the treatment of the immediate community and the need to heal divisions.
- There needs to be a greater focus on the Council's failings beyond the immediate aftermath.
- Instead, residents must be involved in the process of driving change and must be listened to and empowered to take action.
- The Council must end the culture of treating residents in social housing as second-class citizens and assuming that tenants should be 'grateful' for what they have.
- The Council needs to recognise the power imbalance that exists with residents, learning to value them as human beings and recognising that housing is a basic necessity and a fundamental right.
- It's not enough to change staff; it is vital to change the culture among officers and members.
- The Council can't judge itself; residents and external experts must be involved in this process.

5.9 Those who shared feedback were from a range of backgrounds with a variety of experiences of the Council. These included individuals with a long history of making representations to the TMO and the Council about Grenfell, such as representatives from the Grenfell Compact and Mr Shah Ahmed from Grenfell Tower Leaseholders' Association (GTLA), who feel passionately that Grenfell must be a catalyst for change (especially in housing). Those we have heard from since the report was published also included established residents' associations in the local area, individual bereaved and survivors and others, including newer groups and organisations which have emerged since Grenfell. Over the coming weeks, we will continue to invite feedback from a wide range of individuals and organisations.

5.10 10 bereaved, survivors and residents also gave feedback via public speaking slots at the Full Council meeting on 9 October 2024. Some of the issues raised by the speakers included:

- Residents want to see accountability, change and justice.
- The Council needs to put safety at the heart of its plans and demonstrate that we care about the safety and wellbeing of residents.
- Some residents feel the Council is still not treating them with respect, dignity and humanity and that a culture of indifference, arrogance and paternalism persists.
- People feel strongly that the culture of indifference and disregard (especially for residents in social housing) is what puts lives at risk.
- People want to be heard, respected and taken seriously, regardless of their background.
- The Council should conduct an audit of racial and social discrimination so that bereaved, survivors and residents have confidence that the Council is not discriminating against residents.
- The failures in the aftermath continued beyond the first 7 days and they began long before Grenfell.
- The immediate community felt abandoned in the aftermath and the Council didn't have regard to the cultural and religious needs of its residents.
- Young people are just beginning to grapple with the depth of the tragedy and trauma has cast a long shadow over the local community.
- The Council has a responsibility to change and this has to start at the top.
- The pace of change hasn't been fast enough and there have been too many empty promises.
- People want to see a ban on materials and companies identified in the Inquiry report.
- The Council needs to improve transparency and accountability, especially in Housing.
- The Council needs to cooperate fully with the police investigation so that justice can be served.
- Residents want an honest assessment of how much has changed with independent scrutiny.

- Trust has to be earned and there needs to be a clear plan for improving services, supporting recovery and ensuring justice and accountability.
- The Council won't make lasting changes if it doesn't listen to residents and work more closely with them to drive improvements and create a lasting legacy from the tragedy
- The Council needs to recognise the impact on residents of living in close proximity to a major disaster site, especially in an area where major works have been taking place for over a decade.
- There should be long-term support for families affected by the tragedy.

Feedback from elected members

5.11 In considering the 'Implications for the Council' report at its meeting on 18 September, the Overview and Scrutiny Committee raised a number of key points for officers to consider when preparing the final response.

5.12 Following the discussion at its meeting, the Overview and Scrutiny made a formal reference to the Leadership Team including, including suggestions for matters to be included in the final response. The Committee recommended that:

- Culture change should form a big part of reflections as the final response is developed. It needs to be embedded within the organisation and measurement mechanisms developed so the Council is working better for residents.
- Accountability and especially what it means for residents, was identified as a key theme. There is broken trust between the Council and the community, and a leap of faith is needed to allow the council to have legitimacy in areas it has failed in the past. The Committee did not wish to pre-judge community conversations in making its suggestions. The final response needs to be wider than the Public Inquiry Report as it does not cover the last seven years. It should consider matters raised by the community including racial and social injustice which is referenced in the Public Inquiry Report (paragraph 1.18). External scrutiny should be explored and considered as a robust way to review and examine the commitments previously made by the Council as well as those being developed as part of the final response.
- Consultations including time scheduled for resident feedback – the Committee felt deadlines are not always realistic or feasible. Any change in approach, including the availability of community spaces, must include asking residents for their views and suggestions. The Housing and Communities Select Committee has included the themes of consultation and complaints in its Work Programme for 2024-25.

- The approach to data needs to be developed as the Public Inquiry found weaknesses, including the Council did not have sufficient data and it did not use what it had to good effect particularly in the aftermath of the Tragedy. There needs to be a more rigorous and analytical approach to data. Scrutiny Committees, as well as developing regular performance reports for the portfolios they cover, should be made aware of the suites of data that their relevant Lead Members review on a regular basis.

5.13 The Inquiry report was debated at Full Council on 7 October. In addition to the issues raised by bereaved, survivors and residents who spoke at the meeting, a range of issues were raised by elected members during the debate. These included the following points:

- The importance of reflecting on the profound impact of the tragedy and the pain people feel when they are disrespected and ignored.
- The need to acknowledge the grief and trauma experienced by those affected, including those living in the area around the Tower.
- The need to ensure that changes are felt on the ground, including by those bereaved, survivors and residents who spoke at the Full Council meeting.
- The importance of kindness and compassion in our response, overcoming the legacy of contempt, neglect and prejudice.
- The importance of having access to robust data to demonstrate the changes made.
- The importance of the Council being accessible, listening to residents, and acting on their concerns.
- The need to look honestly at the past and acknowledge mistakes.
- The need for the Council's response to address concerns about racial and social discrimination, including racism and islamophobia.
- The importance of support for vulnerable residents.
- The need for transparency and information sharing to ensure a robust process of checks and balances and better scrutiny.
- The need to ensure robust oversight and scrutiny of third-party organisations, including contractors.
- The need for independent scrutiny of the Council.
- The importance of changing culture and attitudes to residents and being more outward-facing, working with communities to address major challenges.

- The importance of considering the specific needs of the immediate community in the area around Grenfell Tower, including tackling inequalities and addressing deprivation.
- Concerns about defensiveness and the need to embrace opportunities to work with residents to make change, including on refurbishment and development projects.
- The importance of the Council building a better understanding of its communities and demonstrating cultural competency in the provision of services.
- The importance of acknowledging and celebrating community-led work to support recovery from the tragedy, including in the immediate aftermath.
- The need to ensure that the final response reflected residents' views and concerns.
- The need to support ward councillors still dealing with the impact of the Grenfell tragedy in their communities and the importance of working more closely with them.
- The need to ensure support for elected members in scrutiny roles to enable them to learn from the lessons identified in the report.
- The importance of accelerating the pace of change.

Feedback from staff

5.14 In addition to views from elected members, staff have also shared feedback in a number of ways. We have held two 'K&C Live' events for staff, dedicated to the Inquiry report, and there was an all-staff event shortly after the report to discuss the implications with staff.

5.15 Some of the key areas for improvement identified by staff are:

- **Improving service delivery and support to residents.** This included further investment in social housing, providing person-centred services and streamlining resident contact to make things easier for residents.
- **Improving our relationship with residents.** This included improving mechanisms for listening to, engaging and involving residents, focusing on repairing broken relationships and having a greater resident and community focus. Staff also raised the importance of improving communications with residents to build a better understanding of changes that have been made.
- **Addressing equality, diversity and inclusion.** This included making better use of Equality Impact Assessments to monitor outcomes for residents, improving understanding and support for, tackling racism and

discrimination, building a more diverse workforce and having a stronger focus on equalities through data and other sources of intelligence.

- **Emergency response and resilience.** This included building a better understanding of resilience and emergency planning across the organisation, involving staff more consistently in the work being done to improve our readiness to respond to emergencies.
- **Governance and decision making.** This included further increasing transparency and community understanding of decision making, improved monitoring, scrutiny and quality assurance and ensuring consistently robust advice is given to decision makers.
- **Procurement and monitoring of contracts.** This included stronger oversight of contractors, better risk management, securing greater social value/investment opportunities and ensuring third-party contractors adhere to the Council's values and behaviours.
- **Improved ways of working across the Council and with partners.** This included improved connections across the Council, better communication between teams to overcome silo working and stronger relationships with voluntary sector and community partners.
- **Safety (including fire safety).** This included more training for staff, improving responsiveness to health and safety issues, prioritising safety of life at all times and demonstrating greater leadership on safety.
- **Staff training and culture.** This included maintaining a focus on organisational culture, ensuring a focus on Grenfell learning in recruitment and induction, improved training for staff, more focus on embedding values and behaviours, developing a culture of curiosity and challenge, recruiting more local residents and learning from other teams and other local authorities.

6. LEGAL IMPLICATIONS

- 6.1 The Grenfell Tower Inquiry was a statutory inquiry set up pursuant to the Inquiries Act 2005. There is no statutory requirement for the Council to respond formally to the findings of the Inquiry although it is good practice to do so.
- 6.2 Where key decisions or other formal decisions are required to implement or otherwise take forward commitments these decisions will be taken in accordance with governance processes provided for in the Council's Constitution.

7. FINANCIAL, PROPERTY AND ANY OTHER RESOURCES IMPLICATIONS

- 7.1 There are no direct financial implications arising from this report. However, there may be financial implications in the future as commitments are implemented and these will need to be understood and agreed as they arise.

8. ENVIRONMENTAL IMPLICATIONS

- 8.1 There are no environmental implications of this report.

9. HUMAN RESOURCES IMPLICATIONS

- 9.1 There are no direct human resources implications arising from this report. However, there may be implications in the future as commitments are implemented and these will need to be understood and agreed as they arise.

10. EQUALITIES IMPACT ASSESSMENT AND IMPLICATIONS

- 10.1 The Public Sector Equality Duty requires us to demonstrate that we are making decisions in a fair, transparent and accountable way, considering the needs and the rights of different members of our community.
- 10.2 The Council's final formal response will set out the initial equalities considerations in relation to the response and detailed equalities considerations will accompany each decision proposed in light of the final response.

11. NEXT STEPS

- 11.1 There are further consultation events planned and changes to the draft report will be made in light of those comments before the report is debated at the Council meeting on 27 November. Comments from the Leadership Team and Overview and Scrutiny Committee and feedback from further engagement with bereaved survivors and residents the week of 4 November will help shape the final version of the response, to be considered by Full Council on 27 November.
- 11.2 Any elected members or residents with questions or comments on the proposed approach is invited to contact GTI.contact@rbkc.gov.uk.

12. APPENDICES

Appendix One - Draft Outline Response

Appendix Two – Failures, improvements and suggestions

13. SUPPORTING AND BACKGROUND DOCUMENTS

- 13.1 Supporting documents:

[Grenfell Tower Inquiry: Phase 2 Report](#)

[Grenfell Inquiry Phase 2 Report: Implications for the Council](#)

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Chief Executive

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Mandatory clearance process

Cleared by **Corporate** Finance (LT)
Cleared by Legal Services (LP)
Cleared by Communications (NPT)

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Appendix 1 – Draft Outline Response

TITLE: The Grenfell Tower Inquiry Phase Two – The Council's Response

1. Executive Summary

2. Introduction

This section will set out the framework and purpose of the Council's response to the Grenfell Tower Inquiry Phase 2 Report. It begins by acknowledging the failures identified by the Inquiry and offering an unreserved apology for the harm caused, particularly highlighting the loss of 72 lives and the ongoing impact on bereaved families, survivors and the wider community. The introduction establishes that while the Inquiry has found the truth of what happened and justice remains in the hands of the police investigation, this response focuses specifically on the question of change.

The introduction then outlines how the Council's ongoing commitment to the Hillsborough Charter shapes both the approach and content of this response, particularly its emphasis on placing public interest above reputational concerns and ensuring complete transparency. It explains the structure of the response and concludes by setting out the key principles that will guide implementation of these commitments.

3. Background

This section begins with a brief account of the fire and its devastating impact, acknowledging the 72 lives lost and the profound effect on survivors, bereaved families and the wider community. It will then outline the structure and scope of the Public Inquiry - explaining its two phases, timeline, and core purpose - before summarising its principal findings regarding both the immediate causes of the fire and the broader failures identified.

The section will then set out the scope of the Council's formal responsibilities at the time of the fire, including its statutory duties across housing, building control, emergency planning and other key functions. This will include explaining arrangements like the relationship with the TMO and the Council's Category 1 responder status. It will outline how the legislative and regulatory landscape has evolved since 2017, particularly through the Building Safety Act 2022 and Social Housing (Regulation) Act 2023, demonstrating how the Council's responsibilities have changed in response to Grenfell.

4. Our approach

This section begins by detailing the methodology used to develop the Council's response, explaining how we established a dedicated project team and undertook a review of the Inquiry's findings. It describes our work to document improvements made since 2017 and identify ongoing gaps through internal consultation with departments and services.

The section then provides an account of our community engagement approach, including details of all consultation activities undertaken with bereaved, survivors and residents. We acknowledge the context of mistrust in which this engagement took place while explaining how feedback received has directly shaped our response.

The section concludes by explaining the structure of the next chapter of the response, detailing how each thematic section will follow a consistent format: documenting failures identified by the Inquiry, improvements made since 2017, areas requiring further work, and suggestions for future change.

5. Failures, improvements and future commitments

This section summarises the failures of the Council and TMO, the actions taken since 2017, the areas for continued improvement that remain, and how they will be addressed. It covers ten thematic areas:

5a. Ensuring Council homes are safe

5b. Being a better landlord

5c. Rebuilding trust

5d. Building Control and safety standards

5e. Emergency preparedness and response

5f. Understanding our communities

5g. Managing partnerships and contracts

5h. A skilled and professional workforce

5i. Governance and oversight

5j. Listening to residents, individually and collectively

6. Monitoring and accountability

This section will explain how we will track and measure the commitments we have made, set out reporting and transparency mechanisms, show how they will interact with existing and proposed oversight and scrutiny arrangements, and detail resident and community involvement in monitoring progress.

7. Broader implications

In this section, we will briefly explore the implications of the Inquiry's findings across three key domains of public service: local government administration, social housing management, and emergency preparedness. We will examine how the failures identified at RBKC point to broader sectoral challenges and propose some suggestions for sector-wide reform and legislative change.

8. Conclusion

This section will provide a closing statement that brings together the key themes of the response while looking to the future. It will begin by reaffirming the Council's absolute commitment to

continuing to learn lessons from the tragedy. The conclusion will then acknowledge the profound and continuing impact of the Grenfell tragedy on the local community, particularly on bereaved families and survivors. The section will close by reiterating the Council's commitment to working collaboratively with residents to rebuild trust through actions rather than words.

9. Appendices

Alongside the full response we will publish supporting and background documents either as appendices to the report, or separately. This might include action plans related to specific commitments; a full report on community feedback; performance measures for monitoring progress; a paper on the Council's adherence to the Hillsborough Charter; and a response to all the Inquiry's recommendations.

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Appendix 2 – Failures, improvements and suggestions

5a. Ensuring Council homes are safe

Evidence of failings

- The Grenfell Tower Inquiry found failures in the Council and TMO's approach to fire safety. "The years between 2009 and 2017 were marked by a persistent indifference to fire safety, particularly the safety of vulnerable people." (2.58)
- The Council failed to maintain oversight of fire safety work, with no key performance indicators and insufficient independent scrutiny. (2.59)
- The TMO's management of Fire Risk Assessments was deficient – they accumulated a huge backlog of remedial works and failed to treat safety defects with appropriate seriousness. (2.64)
- The TMO failed to specify correct fire safety standards for flat entrance doors. There was no proper system for regular inspection and maintenance, and missing or defective self-closing devices were not identified. (2.65-66)
- The Council resisted any funding increase for the replacement of self-closers, preferring a five year rather than a three year programme. Financial factors were the main reason for this. (41.67)
- The TMO failed to collect and maintain vital information about vulnerable residents that would have assisted proper evacuation planning. (46.90)

Improvements since 2017

- Since bringing housing management services back in-house in 2018, the Council has worked to establish new systems and processes for managing safety.
- All 34 of the Council's high-rise buildings have been assigned a dedicated Building Safety Manager to help oversee structural and fire safety management.
- Fire Risk Assessments are now managed by a dedicated Fire Safety Team and carried out by Oakleaf, a BAFE SP205 accredited company.
- All higher-risk buildings, including high-rise blocks and sheltered accommodation, are reassessed every two years, with other properties assessed every three years.
- The service has a new contract for fire entrance door inspections, using qualified inspectors under the Fire Door Inspection Scheme (FDIS).
- The Council carries out annual checks on all flat entrance doors above 11m, with each property receiving a specific door inspection report. Quarterly checks are made on all communal doors in buildings above 11m by caretaking staff, with over 75 caretakers trained in fire safety.
- A £374 million Capital Works Programme has prioritised safety improvements, with £59m spent in 2022/23 and £74m in 2023/24.
- This has funded essential works including window replacements, fire safety improvements to external walls, and mechanical and electrical upgrades.

- The Council have made progress in identifying vulnerable residents, increasing the proportion of tenants for whom we hold vulnerability data from less than 9% to over 60%.
- Through this work, the service has completed over 700 Person-Centred Fire Risk Assessments (PCFRAs) and developed over 360 Personal Emergency Evacuation Plans (PEEPs).
- This information is recorded by the Fire, Health and Safety Team and stored in Secure Information Boxes for use by emergency services.
- The Corporate Assurance on Building Safety Group, chaired by the Executive Director of Housing and Social Investment, provides oversight of fire safety work, with monthly performance and compliance information also being provided to the Social Housing Regulator.
- Enhanced safety checks on properties before residents in housing need are placed in temporary accommodation.

Areas for improvement

- While the Council has prioritised addressing issues with high-rise residential buildings to meet the terms of the Building Safety Act, there are currently a number of overdue actions from Fire Risk Assessments relating to other higher-risk buildings to be completed within the capital works programme. There remain capacity and resourcing constraints.
- There are technical limitations that can affect safety related processes, with data not recorded centrally and a lack of automated reporting. Better systems are needed to allow information to be collated quickly and maintenance and repairs to be tracked adequately.
- The Council accepts that the current model for working with vulnerable residents, which mostly relies on self-identification for PCFRAs, has limitations. We should make better use of opportunities to identify vulnerabilities, and we need to improve how we share information between departments.
- There is a need to consider vulnerabilities more systematically in the assessment of housing needs and the allocation of social housing, to use more resident insight and intelligence to understand potential vulnerabilities and barriers for disabled or vulnerable residents, and to consider the coexistence of vulnerabilities with other potential needs, e.g. language barriers or specific cultural and religious needs.
- There is a need to ensure that individual complaints and concerns with safety implications are given even greater priority, investigated thoroughly and risks effectively mitigated.
- More support is needed for non-technical staff to identify potential safety concerns and be supported to resolve or escalate where necessary.
- Issues of trust in the Council present implementation challenges. There are difficulties in achieving leaseholder compliance with the new safety standards and there is a balance to be struck between enforcement and rebuilding relationships.

- Continue to work with landlords to improve safety standards in our temporary accommodation, ensuring checks are carried out routinely and everyone living in Temporary Accommodation is safe.

Suggestions for further improvements

- Continuing to prohibit combustible materials on any of our buildings regardless of height.
- In light of evidence heard in Phase 2, we took the decisive step to ban four companies from participating in Council contracts or providing materials for Council projects. We will now consider extending the ban for these companies and consider adding further companies to the list in light of the Phase 2 findings, in advance of the action which government is considering.
- Applying the same rigorous safety standards across all our properties, not just high-rise buildings.
- Continue to focus our capital investment first on safety-critical improvements, with clear reporting through our governance structures on progress.
- Strengthening our support for vulnerable residents by sharing information between housing and other services who work directly with residents, working to identify proactively those who may need additional assistance.
- Qualitative work with staff and vulnerable and ethnically diverse residents (especially in Housing) to explore treatment and lived experiences of residents and key challenges and barriers facing them.
- Review of arrangements for developing and sharing fire safety materials for residents, ensuring people have access to accessible information in their first language (where necessary) and additional material they need.
- Potential for external or independent review of complaints involving safety and/or wellbeing concerns (e.g. damp and mould).
- Being transparent about safety issues and our progress in addressing them, reporting regularly through a Resident Safety Board, our Corporate Assurance on Building Safety Group, public reporting to the Housing and Communities Select Committee, and direct engagement with residents through our Building Safety Managers.

5b. Being a better landlord

Evidence of failings

- The TMO failed to treat residents (specifically tenants, leaseholders and those in temporary accommodation) with dignity, respect and humanity when managing their homes.
- Specifically, the Inquiry finds that the TMO ‘failed over the course of years to treat residents of the tower and the Lancaster West Estate with the courtesy and respect that was due to them’ (1.22).
- It finds that the TMO had ultimately ‘lost sight of the fact that the residents were *people* [emphasis added] who depended on it for a safe and decent home and the privacy and dignity that a home should provide. That dependence created an unequal relationship and a corresponding need to ensure that, whatever the difficulties, the residents were treated with understanding and respect’ (2.56).
- The Inquiry concludes that ‘[s]ome, perhaps many, occupants of [Grenfell] tower regarded the TMO as a bullying overlord that belittled and marginalised them, regarded them as a nuisance, or worse, and failed to take their concerns seriously’ (2.55).
- This was despite the recommendations of the 2009 Memoli and Butler reports, commissioned by the Council. which made ‘serious criticisms of the TMO’s relationship with its tenants, leaseholders and some freeholders’ (33.2). The Inquiry finds that the TMO, and, by extension, the Council, failed to act on these findings and that ‘eight years later the TMO had shown little sign of any change and appeared to have learnt nothing about how to treat, or relate to, residents’ (33.6).
- The Inquiry found that one reason for the Council’s failure to meet specific needs of residents in the aftermath was the inadequacy of knowledge about the residents who were directly affected by the fire, especially residents of the Tower (see, for example, 105.48). This was part of a broader failure by the Council and the TMO to know its residents, particularly those in its social housing.

Improvements since 2017

- In 2018, the Council brought housing management services back in house from the TMO and has built a more direct relationship with residents.
- The Council is implementing the Government’s new [consumer standards](#) for social housing and is subject to independent scrutiny (including inspections) by the Social Housing Regulator.
- We have seen an improvement in tenant satisfaction, from 52% in 2018 to 63% in 2023. Leaseholder satisfaction has improved from 26% in 2018 to 45% in 2023. Involvement of residents in decision making in housing, including decisions about major works, through the [Tenants Consultative Committee](#) and resident scrutiny groups.
- [Systemic practice](#), focused on supporting better relationships with residents and improved behaviours, is being rolled out in Housing Needs and Housing Management.

- Regular tenancy audits to ensure a fuller understanding of residents living in Council-owned homes.
- Introduced a new pilot project, following feedback from Housing's Resident Reference Group, to better understand the needs and experiences of residents in Temporary Accommodation for long periods and secure better housing outcomes for them.
- We have introduced new, co-designed [service standards](#) across the Council (not just in housing) so residents know what to expect when they contact us.

Further areas for improvement

- More work is needed to embed the national consumer standards and local service standards to ensure residents can expect consistently to be treated in the same way.
- More focus is required to show how these standards are upheld and enforced, with a greater focus on resident experience and learning from when things go wrong.
- Residents need more support to complain and/or make other representations when they are not treated with respect and dignity and greater assurance that their concerns will be followed up.
- More work is needed to communicate standards to residents and measure progress against them, including transparent reporting on whether expected standards are met.
- Further efforts are needed to link residents in social housing and temporary accommodation to other Council teams and departments, making the most of the Council's broader services.
- More work is needed to improve ways of working with residents in temporary accommodation, including building on the learning from the recent pilot in Housing.

Suggestions for further improvements

- A comprehensive culture change programme, codesigned with residents and with advice from experts, to build better relationships with residents, specifically tenants, leaseholders and residents in temporary accommodation.
- Qualitative research and/or participatory approaches with residents and Housing staff to explore treatment of residents and the lived realities of receiving and providing housing services in Kensington and Chelsea.
- Ensure impact on residents in social housing and temporary accommodation is routinely considered in every key decision as part of the Equality Impact Assessment and that the effectiveness of mitigating actions are regularly reviewed and assessed.
- Stronger links between housing and non-housing services, ensuring residents in social housing feel the full benefit of Council services (including both direct and commissioned services).

5c. Rebuilding trust

Evidence of failings

- The Inquiry recounts a concerning disconnect between the Council, TMO, and the community they served. It notes that relations between the TMO and many residents were ‘characterised by distrust, dislike, personal antagonism and anger’ (33.67).
- It finds that there was a ‘complete breakdown of trust’ and a ‘toxic atmosphere’ between the TMO and residents of Grenfell Tower (2.55) and that ‘relationships had deteriorated to the point at which they could be described as hostile’ (30.4).
- It finds that this broader disconnect between residents and the TMO/the Council underpinned many of the specific failings identified in other sections of this report.
- The Inquiry is clear that the responsibility for the state of the relationship ‘fell not on the members of that community, who had a right to be treated with respect, but on the TMO [and, by extension, the Council] as a public body exercising control over the building which contained their homes’ (2.56).
- It concludes that there was a fundamental failure (by both the TMO and the Council) to address the breakdown of trust and to take steps to repair the relationship with residents.
- It shows that the TMO and the Council did not take responsibility for the breakdown of this relationship, failing to take steps to acknowledge and address it despite independent evidence of it that was brought to its attention (see, for example, 33.6).

Improvements since 2017

- Introduction of new values and behaviours for staff, ensuring working collaborative with residents is at the heart of our stated ambitions.
- Specific commitments on ways of working with residents, especially approaches to consultation and engagement, set out in the [Charter for Public Participation](#).
- Strengthened scrutiny arrangements following the Centre for Governance and Scrutiny’s [independent review](#) of scrutiny and decision-making at the Council.
- Invited resident participation in Council meetings, including Full Council, Leadership Team and scrutiny.
- Rolled out systemic training for some staff, encouraging staff working with residents to reflect on power imbalances and inequalities in resident relationships.
- Held more regular meetings, both formal and informal, between residents and elected members and/or senior Council officers.
- Tried new approach to consultation in the Grenfell Partnerships Team, e.g. the 2022/23 Grenfell Legacy and 2023/24 Future Grenfell Support consultations.
- Communicated more openly with residents about progress on key commitments, routinely sharing information about the Council’s performance and progress on the Council Plan.

- Found ways to work more collaboratively with residents and community stakeholders on specific projects through resident panels, steering groups and task and finish groups across the Council.
- Lead Members, including the Leader and Deputy Leader, now regularly meet with residents in informal settings, attend community events, and maintain ongoing dialogue with local groups.
- The proportion of tenants who report that they are satisfied that the Council listens to tenant views and acts upon them has increased from 41% in 2018 to 59.5% in 2023.

Areas for improvement

- Feedback from residents confirm that trust in the Council remains an area of concern for some. Some of these concerns deepened immediately after Grenfell, especially for tenants and leaseholders in the immediate community around Grenfell Tower.
- The borough-wide 2022/23 [Grenfell Legacy conversation](#), the 2023/24 [Future Grenfell Support consultations](#) (focused on the area around Grenfell Tower¹) and the recent engagement on the Inquiry report have repeatedly raised the issues highlighted above.
- Of the almost 400 residents who responded to the Grenfell Legacy conversation, 62% said they felt that the Council hadn't changed (or had changed for the worse) since 2017.
- In a similar vein, a recent [independent report](#) by the External Scrutiny Team found that some residents did not 'experience the wider Council as restorative and trauma informed, or as desiring to become more restorative and trauma informed. This affects willingness to engage with the Council, as some people who are willing to work together with the Council, do not yet have a concrete sense that the Council is willing to work with them in return' (p. 3).
- In her speech to full Council on 31 January 2024, The Leader of the Council acknowledged that 'we still haven't done enough on the ground, face to face, where it matters. People don't need to be told about change, they need to see and feel the changes'. In light of this, she committed to 'a fundamental change of culture across the entire organisation'.
- Throughout recent engagement on the Inquiry report, some residents have told us clearly that they do not see and feel changes that have been made.
- Public meetings still point to low levels of trust in the Council, at least among some residents.

Suggestions for further improvements

- Acknowledge the breakdown of trust and the fact that change over the past seven years has felt piecemeal to many residents.
- Develop of a shared approach to further change, with shared goals, so that people feel the changes we make.

- Develop an approach that works collaboratively with residents, using more creative forms of participation, committing to honest investigation and inquiry and inviting external challenge and scrutiny.
- Consider a more systematic approach to the way staff work, reviewing recruitment, induction, retention, training and performance to foster more positive attitudes and behaviours among staff and stronger relationships with residents.
- Build an understanding of what it means to work at Kensington and Chelsea, given the impact of the tragedy and the issues it raised for the relationship between the Council and our communities.
- More robust diagnostic work with staff and residents to understand what is going wrong and what the barriers to good service delivery are, especially in housing.
- Consider an annual resident survey/programme of qualitative research to gauge (changes in) resident sentiment, especially trust.
- A more consistent approach to specific situations where relationships with individual residents or groups of residents break down, e.g. through offers of independent facilitation or mediation.
- Review progress against the CfGS review of governance, providing assurance that the issues identified in the report have been satisfactorily addressed, building on expertise of the Governance Team and involving elected members and residents in identifying areas for further improvement.
- Consider making more use of independent experts from the public and private sector (in areas such as housing, safety, customer/resident service and organisational change, for example) to review progress, inform decision-making and support scrutiny. This would both help to ensure the Council was building on best practice and that it was actively inviting external ideas, scrutiny and challenge.
- Find ways of sharing and disseminating this expertise with communities and involving residents in discussions about best practice and learning.
- Consider establishing an Independent Panel with experts and residents, to advise and challenge the Chief Executive and Executive Management Team and to give residents greater confidence in the changes that are being made, with transparent reporting to bereaved, survivors and the community.

5d. Building control and safety standards

Evidence of failings

- The Grenfell Tower Inquiry found that "RBKC's building control department failed to perform its statutory function of ensuring that the design of the refurbishment complied with the Building Regulations." (2.86)
- The Inquiry identified from their investigations that errors were made by many of those involved in the refurbishment and at many points during its course, amongst whom was the Council's building control department. (47.7)
- While the Council admitted that its building control officers fell below expected standards, the Inquiry found our admissions did not cover the full extent of our failures. (62.64)
- Building Control was the last line of defence for public safety, and it failed to perform that function. (62.64)

Professional standards and competence:

- Building control officers showed very limited understanding of the risks associated with materials like ACM panels. (62.45-49)
- The department failed to obtain full information about construction at the application stage. (62.17)
- Officers failed to carry out methodical reviews of documents or notice obvious errors. (62.27)
- "There was also a failure by RBKC's building control department to ensure that officers within the department received the training they needed to do their work properly." (62.57)

Management and oversight:

- The department was hampered by excessive workload and poor management. (62.54)
- Inadequate steps were taken to ensure officers had time and knowledge for complex projects. (62.60)
- Record-keeping was poor and poor practice went unchallenged. (62.61)
- The "absence of a quality management system" meant defects in work were not identified. (62.60)

Culture and approach:

- The department fundamentally misunderstood its role, seeing itself as providing a service to applicants rather than enforcing regulations for public safety. (62.14)
- Officers sought to "work with" applicants rather than rigorously enforce building regulations. (62.14)

Improvements since 2017

- Since 2017, the Council has implemented fundamental reforms backed by a four-fold increase in funding. The service has also conducted an in-depth fees and charges review to ensure that they adequately resource the work being carried out.
- Underpinning these reforms has been a deliberate and intentional shift away from a position where the department saw itself as providing a service to applicants rather than enforcing regulations for public benefit.

A new competency regime:

- The Building Safety Act 2022 has driven the most significant changes to Building Control since 1984, introducing the building inspector competence framework (BICoF).
- All staff now have or are working towards professional accreditation with the Royal Institution of Chartered Surveyors, the Chartered Association of Building Engineers, or the Chartered Institute of Building.
- Officers must now register with the Building Safety Regulator in Class 1, 2 or 3 categories, ensuring they have validated competencies appropriate to the complexity of work they oversee.
- Training is delivered only through accredited bodies like Local Authority Building Control and managers monitor and oversee all annual registration and training requirements.

A reformed approval process:

- Every decision notice and completion certificate is reviewed by a technical manager.
- This manager conducts a comprehensive review using a detailed checklist to verify compliance with all regulations.
- A completion certificate cannot be signed until all requirements are met and verified.
- This "four eyes" principle exceeds standard LABC (Local Authority Building Control) requirements, providing an additional layer of scrutiny.

Quality management:

- A quality management system was implemented in 2018, with a new ISO 9001:2015 system implemented in September 2024.
- This includes mandatory external surveillance requirements, with regular internal audits checking compliance.
- The first corporate audit is scheduled for Q1 2024/25.

Areas for improvement

- The higher competency standards required by the Council and by the Building Safety Act mean there is an increased risk of not being able to recruit and retain sufficient staff and maintain the required levels of technical expertise.
- Similarly, the changes already made to the regulatory framework, and the recommendations in the Inquiry report, suggest that further capacity and resourcing will be required in the future.
- Further work is needed on coordination between Building Control and other departments, with a particular need to strengthen links with Housing Management's Fire Safety Team, and to build a better integration of building control considerations into procurement.

Suggestions from further improvements

- Maintain our commitment to the highest standards of professionalism, competence and care in the delivery of our regulatory responsibilities.
- Ensure all officers complete their accreditation and training requirements as soon as practicable, and undertake internal and external audits to assure ourselves that the service is operating to the highest possible standards.
- Fully support the Inquiry's recommendation that the Government establish an independent panel to investigate whether to end the registered building control approver regime and introduce better national regulation of building control. We will ensure our service is resourced and structured in order to respond to changes in the regulatory environment.

5e. Emergency preparedness and response

Evidence of failings

- The Chief Executive proved unable to take effective control of the situation, showing indecisiveness about requesting mutual aid and appearing more concerned with the Council's reputation than resident needs. This was compounded by poor information flow to senior decision-makers and confusion over command structures. (2.108)
- The Council's planning and preparation were fundamentally inadequate. We had no effective plan for mass displacement of residents and no arrangements with hotels or accommodation providers. Rest centre arrangements were weak and our humanitarian assistance planning was insufficient. (2.105)
- The Borough Emergency Control Centre (BECC) was activated far too late - at 6am rather than the required 3-4am. Council staff were absent from community rest centres in the critical early hours. The Council failed to properly register displaced people or communicate effectively with affected residents. The diverse needs of our communities were not met. (104.11, 104.28, 104.89, 104.72)
- The Council had only one trained rest centre manager and was overly reliant on the Red Cross and neighbouring boroughs for support. We failed to integrate local voluntary organisations or utilise vital community knowledge. Our weak relationships with faith groups and limited understanding of community needs further hampered our response. (104.24ff)
- The Inquiry finds evidence of where the Council's response to the tragedy created "‘hierarchy and a division’ within the community which, before the fire, had been one." (100.22 to 100.26).

Improvements since 2017

- We have established a new resilience team structure with 5 permanent, full-time equivalent staff, created the Contingency Planning Assurance Group (CPAG), chaired by the Chief Executive, and developed a 250 strong emergency response rota. Clear reporting lines to the Chief Executive have been established and emergency planning is now fully integrated into our corporate management structure.
- The Major Incident Response Plan (MIRP) has replaced our previous contingency planning, with regular review and update cycles. We have strengthened our integration with London-wide arrangements. New humanitarian assistance arrangements are now in place, with 7 trained HALOs and 19 Crisis Support Team staff.
- All Gold and Silver commanders, including the Chief Executive, receive training from the Cabinet Office Emergency Planning College in addition to internal training. We maintain sufficient staffing levels for all key response roles and run a comprehensive exercise programme throughout the year (eight exercises since the beginning of 2023).

- The communications team now ensures 24/7 coverage, with a communication response capability available within one hour of any incident. We have significantly enhanced our language accessibility. Working with translation services, we can now provide rapid translation in emergencies.
- Our community integration has improved through the establishment of the Faith Communities Partnership, development of rest centre partnerships, regular Community Resilience Conferences, and enhanced voluntary sector engagement. This has been supported by improvements in cultural competency across our emergency response teams, working with Al Manaar, Holland Park Synagogue and the Gurdwara.

Areas for improvement

- Housing and emergency accommodation plans require review. There is an over-reliance on commercial hotel accommodation, and the plan remains too dependent on specific officers' knowledge.
- It remains a challenge ensuring that officers undertake sufficient resilience training alongside their regular work. There is a persistent risk of low participation.
- Recent incidents have shown continued risks in out-of-hours response, with issues with contacting staff when on call and confusion around immediate financial support provision.
- More sustained reflections in emergency planning and response on ways to ensure further harm and divisions aren't created when responding to incidents.

Suggestions for further improvements

Implement all of the Phase 2 recommendations to local authorities:

- Ensure all staff are trained and exercised to regard resilience as part of their core responsibilities.
- Review information gathering systems in an emergency to ensure they are fit for purpose.
- Improve our emergency accommodation planning to ensure that displaced residents can be placed in accommodation as soon as practicable and in ways that meet their needs.
- Ensure that our communication channels and rest centre staff are equipped to provide accurate information about the support available in an emergency.

More generally, instill the highest levels of professionalism in emergency planning and response, equal to our role as a Category 1 responder:

- Update job descriptions for senior officers to include specific resilience responsibilities; new competency requirements, with validation processes; and introducing resilience criteria into all senior level recruitment.

- Give all staff enhanced training and testing, particularly in areas that may be required to respond directly to an emergency, such as housing.
- Establish a new Tactical LALO role trained and based in emergency management to attend the incident scene to lead and coordinate the emergency response for serious and major Incidents.
- Deepen our community partnerships, improve our senior understanding of London-wide mutual aid processes, and conduct regular exercises to test our arrangements.

5f. Understanding our communities

Evidence of failings

- There was a failure to understand and meet the specific cultural, social and religious needs of residents of the Tower and others in the aftermath, which amounted to racial discrimination.
- There was a failure to meet people's needs in the aftermath, noting that 'many of those affected felt that in the hours and days that followed the fire they were abandoned by the authorities at the time of their greatest need and had been comprehensively failed by those to whom they looked for protection in the wake of a major disaster' (98.1)
- There is 'evidence of racial discrimination in the way in which some of those who survived the fire were treated in the days immediately following it at a time when they were at their most vulnerable' (1.22).
- The Council failed to give 'sufficient consideration to the needs of particular groups' (especially families with young children, pregnant women, people with mobility issues, families observing Ramadan) (100.18). Many residents who had 'particular religious, cultural or social needs' therefore 'suffered a significant degree of discrimination in ways that could and would have been prevented' (2.105).
- The Inquiry identifies a failure to communicate with residents whose first language wasn't English, including a significant delay in producing and distributing information leaflets in multiple languages. (104.95ff)
- The Inquiry finds evidence of where the Council's response to the tragedy created "hierarchy and a division' within the community which, before the fire, had been one." (100.22 to 100.26).

Improvements since 2017

- Work across Resilience/Emergency Planning and other teams to build stronger relationships with voluntary and community organisations (Including faith groups), involving them in planning for future emergencies.
- This includes 70 local organisations who are part of the Faith Communities Partnership.
- There are now 6 Emergency Centre Managers and 18 Emergency Centre Officers who are trained in fulfilling obligations under the Civil Contingencies Act to respond to residents' diverse needs.
- A 24-hour rota for trained Gold/Silver/LALO, including volunteers who can be mobilised quickly in the event of an emergency.
- Work across Grenfell Partnerships, Communities and Housing to build a better understanding of residents' needs and stronger connections with community stakeholders.
- Cultural competency, Equalities, Diversity and Inclusion and trauma-informed training for Council staff.

- More consistent approach to Equality Impact Assessment, with new template for all key decisions to ensure equalities are being routinely considered in decision-making.
- More in-depth understanding of residents' needs (including the needs of diverse communities) through Grenfell Joint Strategic Needs Assessment (conducted in 2018 and 2024), work on inequality and deprivation through the Fairer Action Plan.
- Pilot work in temporary accommodation to ensure a more up-to-date understanding of residents' need through in-person contact.
- Lead Members are now more visible and accessible to residents, maintaining an ongoing dialogue rather than engaging only through formal meetings.

Further areas for improvement

- Need to build a stronger central understanding of the needs of residents in the borough (especially those in social housing) to inform service provision of across the Council.
- Stronger and more resilience relationships with residents, including regular contact for all staff with residents and community stakeholders.
- Need to better understand reach and impact of Council services on vulnerable and ethnically diverse communities and identify barriers to engagement.
- Need to ensure a better understanding of the needs of residents in our social housing and temporary accommodation.
- Increasing the number of local people who work for the Council, to build a deeper connection to communities.
- More consistent reflection on potential for Council policy and decision making to create or further division in communities.
- Need to ensure more routine communication and engagement with ward councillors, who are the eyes and ears of their communities.

Suggestions for further improvements

- A Fairer Action Plan to outline a cross-Council approach to understanding resident base and meeting cultural and religious needs in the provision of services.
- Audit of services and feedback about services to understand the experience of ethnically diverse residents and those with vulnerabilities.
- Review of Equality Impact Assessments, including more focus on needs of residents and a more dynamic approach to monitoring to ensure the effectiveness of mitigating actions are regularly reviewed and assessed, with room for independent challenge.
- Increase local staff base to improve understanding of our communities and ability to respond to changing needs, especially in an emergency.
- More creative, participatory approaches to ensure a deeper, more dynamic understanding of our communities (particularly those living in social housing), their experience and changing needs.

- Routine presence for senior staff in the community, building a more accessible and open relationship between staff and communities.
- A routine commitment to resident contact and engagement for all staff working for the Council.
- A comprehensive culture change programme, codesigned with residents, to build better relationships with residents and a better understanding of community needs.
- Strengthen ways of working between Lead Members, officers and ward councillors.

5g. Managing partnerships and contracts

Evidence of failings

- The Inquiry found serious deficiencies in how both the Council and the TMO managed external contractors and consultants during the refurbishment of Grenfell Tower.
- These failings included inappropriate influence over procurement processes, poor oversight of contractors, confusion over critical roles and responsibilities, and a concerning prioritisation of commercial interests over safety and resident wellbeing. (Chapter 52)
- The Inquiry highlighted how "a casual approach to contractual relations is a recipe for disaster" and found evidence of discussions between the TMO and contractors that took place outside proper procurement procedures. (67.8)
- There was insufficient oversight of contractors' work, particularly regarding fire safety matters, with the Inquiry finding that contractors were "badly briefed" and that there was "a regrettable lack of interest in fire safety." (54.163)

Improvements since 2017

- A permanent Strategic Procurement Department was established with dedicated leadership, introducing professional oversight of all major contracts.
- In 2021, we created a Commercial Assurance Panel that reviews all Key Decisions related to procurement, bringing additional scrutiny to high-value and high-risk contracts.
- This has been particularly important in Housing Management, where a dedicated Procurement Board now provides additional oversight of contracts related to resident safety and wellbeing. Housing Management maintains a detailed contracts register that tracks all active contracts, their performance requirements, and key safety obligations.
- The default position for the procurement of capital works and revenue operational delivery is a minimum 60/40 Quality/Price split, with the potential in some areas to go to 80/20.
- In terms of safety, the standard selection questionnaire has an initial pass/fail stage that will ensure only suppliers with the right accreditation and competencies will be allowed to have their tender to be evaluated.
- We have implemented new Service Standards for all contractors in our Contract Register, requiring them to demonstrate how they uphold these standards through regular contract monitoring. This includes specific scrutiny of fire safety compliance and the requirement for contractors to provide evidence of staff training and competence in safety-critical areas.
- Resident Liaison Managers now play a crucial role in capital projects, holding construction companies accountable for their impact on residents during works. They use multiple engagement methods including Block Champions, satisfaction surveys, and regular resident meetings to ensure continuous feedback.

- The Capital Projects Team now requires contractors to demonstrate their approach to resident engagement during procurement processes. Satisfaction surveys are conducted during projects, not just at completion, allowing issues to be identified and addressed promptly. Regular engagement events, newsletters, and multiple communication channels ensure residents can raise concerns and see how these are being addressed. Translation services are provided as standard to ensure all residents can participate meaningfully.
- Following the evidence heard by the Inquiry in Phase 2, we took the decisive step to ban the use of certain companies in 2021 - including Rydon, Arconic, Celotex, and Kingspan - from Council contracts. This ban extends to their use as subcontractors and prohibits the use of their products in any Council projects.

Areas for improvement

Contract monitoring

- While procurement decisions are more closely monitored, performance monitoring of contracts once awarded needs strengthening, including through Scrutiny.
- No centralised system for monitoring contractor performance across the organisation.
- Risk that focus on procurement process could slow delivery of improvements to residents.

Resident Engagement

- Need to develop more consistent approach to resident involvement in procurement.
- Current engagement often happens after key decisions.
- Need for better mechanisms to demonstrate how resident feedback helps to shape contract decisions.

Commercial Balance

- Ongoing challenge of balancing commercial considerations with resident needs and safety.
- Need for clearer frameworks for prioritising safety over commercial interests.
- Risk of losing qualified contractors due to enhanced requirements.

Suggestions for further improvements

Enhance our scrutiny processes by:

- Reviewing the threshold for Commercial Assurance Panel oversight to ensure high-risk contracts receive appropriate scrutiny regardless of value.
- Implementation of a Safety Impact Assessment to be completed and published with all key decision reports (including procurement strategy and contract award reports).

- Introducing more regular audits of our contract management processes.
- Establishing specific scrutiny of safety-critical contracts by relevant committees and performance of significant contracts which provide services to residents.

Strengthen contract management and monitoring through:

- Implementation of a new contract management framework and training programme for contract managers in light of the new Procurement Act.
- Using the new e-procurement solution to track and report on contractor performance.
- Regular performance reporting to Leadership Team and Scrutiny on key contracts.
- Enhanced monitoring of safety first and social value commitments.
- Development of a comprehensive contractor performance dashboard.

Expand resident involvement by:

- Creating a resident procurement panel to review significant contracts.
- Providing more training for residents to get involved in procurement exercises.
- Enhancing feedback mechanisms for ongoing contract monitoring.
- Ensuring resident experience directly influences contractor performance assessments.
- Publishing regular updates on contractor performance.

Maintain the highest standards of compliance through:

- Regular review and updating of contractor requirements.
- Enhanced safety requirements in all contracts.
- Stronger mechanisms for addressing poor performance.
- Clear escalation procedures for safety concerns.

5h. A skilled and professional workforce

Evidence of failings

- The Inquiry found evidence of inadequate training, poor supervision, unclear lines of accountability, and insufficient attention to professional qualifications and competencies.
- These failings were particularly acute in areas directly affecting resident safety, such as building control and emergency planning.
- In Building Control, the report found "a failure to ensure that officers within the department received the training they needed to do their work properly" (62.57) and "a failure to monitor the knowledge and skills of individual officers" (62.60).
- Similar issues were evident in emergency planning, where "training for those with designated roles in any response was not provided as often as the plan required" (101.53) and there was an "overarching feature of the absence of training records" (101.55).
- These failures extended beyond individual departments. The TMO's senior management lacked essential training in health and safety and fire safety management (31.22).
- The Council's oversight was equally deficient - there was no system to inform senior management that it was not meeting the Minimum Standards for London (101.74), and senior management was "somewhat resistant to attending training" (101.59).

Improvements since 2017

Professional standards and qualifications

- All Building Control staff now hold professional accreditation with either RICS, CABE or CIOB, with some holding additional specialist accreditation with IFE or ICE.
- Implementation of the new Building Safety Regulator competency regime, with staff registered as Class 1, 2 or 3 Building Inspectors based on validated expertise.
- Fire Safety Team members are working towards CFPA diplomas, with mandatory CPD requirements of 25 hours per year.

Training

- Creation of the MICOR training programme for emergency response roles, with progress reported to the Contingency Planning Assurance Group.
- Seven directors in adults and childrens social care have been trained as a Humanitarian Assistance Lead Officer (HALO).
- Comprehensive emergency response training delivered by the Cabinet Office Emergency Planning College.
- Introduction of systemic practice training across Housing and Social Investment.

- Regular exercises and scenario training for emergency response teams, with 80 staff participating in desktop exercises in late 2023.

Recruitment and performance management

- New recruitment processes co-designed with residents, including resident participation on interview panels.
- Mandatory resident-designed interview questions for all roles.
- Enhanced verification processes for professional qualifications, implemented from December 2021.
- Introduction of a new Performance Development Review process in April 2021.
- A Future Leaders programme has been established to develop leadership and management skills in a cohort of young and diverse officers.

Areas for improvement

- The current system provides limited central oversight of training records, performance development reviews and supervision meetings.
- While there are pockets of good practice, approaches like systemic practice could be more widely used across the organisation.
- Residents and staff still feel like the Council's different teams and services do not always work well together.

Suggestions for further improvements

Use the launch of new Oracle-based learning management system by April 2025 to:

- Centrally track all training, qualifications and professional registrations.
- Automate reminders for required training and re-certification.
- Monitor completion rates for mandatory training.
- Generate regular reports for senior management oversight.

Enhanced performance management framework including:

- Quarterly review of training completion rates by Executive Management Team.
- Regular skills audits across key technical areas.
- Improved succession planning for specialist roles.
- Integration with annual service planning and budget setting.

Expansion of resident involvement in workforce development through:

- Co-design of service standards and competency frameworks.
- Participation in staff recruitment and selection.
- Regular feedback on staff performance and development needs.
- Input into training program design and delivery.

5i. Governance and oversight

Evidence of failings

- The Inquiry found areas where the Council had allowed poor performance to persist:
 - in Building Control where, 'shortcomings in the management of the department... played a significant part in [the officer's] failure to carry out his role properly' (62.63)
 - in emergency planning, where 'over a number of years, the capability of its staff to respond to a major emergency had been allowed to decline. There were clear warnings to senior management that it did not have enough trained staff and that contingency plans were not practiced enough' (101.65)
- The Chief Executive failed to lead the response to the fire effectively, and did not seek help soon enough. (2.108) The Housing Director “failed to give sufficient weight to the advice of the LFB”. (41.69)
- The TMO's senior management deliberately withheld important information about fire safety from both their Board and the Council's Housing and Property Scrutiny Committee. (31.52)
- There was what the Inquiry termed an "entrenched reluctance" by senior leadership at the TMO to inform oversight bodies of matters affecting fire safety. (2.60) The Council's managerial arrangements in turn did not provide effective oversight at officer level. (2.59)
- The Housing and Property Scrutiny Committee “failed in its task of ensuring that the relationship between the TMO and its residents was rigorously investigated”. (33.63)

Improvements since 2017

Corporate leadership

- New Executive Management Team has increased corporate management capability and strengthened oversight over and collaboration between individual services.
- Executive Management Team hold dedicated Risk and Control Board meetings to consider the Council's Strategic Risk Register.
- A new Corporate Strategy Department developed our first Council Plan in 2019, with corresponding Action Plans to monitor departmental performance.
- The Corporate Assurance on Building Safety Group was established to work across departments, chaired by the Executive Director of Housing and Social Investment.
- The Contingency Planning Assurance Group (CPAG), chaired by the Chief Executive and attended by Directors, now provides corporate sign-off on emergency plans and procedures.

Enhanced scrutiny

- Creation of an Overview and Scrutiny Committee providing strategic oversight across all scrutiny functions.
- Implementation of an annual work program driven by strategic priorities rather than just Key Decisions.
- Introduction of external expertise in scrutiny functions, with dedicated budget provision.
- Enhanced policy support for substantive committee items.
- Resident voice formally incorporated into scrutiny processes.

Risk management and performance monitoring

- Introduction of safety impact assessments as part of all relevant Key Decision and executive decision reports.
- New corporate performance framework including specific safety metrics.
- Quarterly reporting to Leadership Team on key risk areas.
- Regular risk management and performance monitoring through Executive Management Team.

Leadership development

- Implementation of the People Plan, prioritising skills development and inclusive leadership.
- Mandatory training for all senior leaders in emergency response, delivered through the Cabinet Office Emergency Planning College.
- Systemic practice training for senior staff, emphasizing relationship-building and collaborative approaches.
- New performance development framework incorporating our values and behaviours.

Community voice in recruitment

- Resident participation in senior recruitment panels, including for Executive Director positions.
- Development of resident-led interview questions now mandatory in all recruitment.

Areas for improvement

- The Council's approach to corporate monitoring and oversight needs development, with greater collective buy-in to performance reporting and common strategic priorities.
- Some departments are still reluctant to share information openly with scrutiny, and understanding of its importance can be patchy if not all senior managers

understand governance processes.

Suggestions for further improvements

- Expand systemic practice training to all leadership levels, incorporating relationship-based approaches and collaborative decision-making into everyday work.
- Strengthen equality, diversity and inclusion through aligning management practice to the goals and aspirations of the Fairer Action Plan.
- Create lasting change through a leadership development program that includes mentoring, regular community engagement requirements, and performance objectives tied to improvements in resident relationships.
- Establish regular community presence through scheduled open sessions, estate walks, and informal meetings between senior leaders and residents, with focus on social housing estates and areas where trust has been most damaged.

5j. Listening to residents, individually and collectively

Evidence of failings

Individual complaints and concerns

- The Inquiry finds a consistent failure by the Council and the TMO to listen to residents, both individually and collectively, and to take their concerns seriously.
- The Council and the TMO failed to acknowledge and investigate concerns raised by residents and their elected representatives, tending to treat them as a 'nuisance' rather than a source of information and learning (see, for example, 33.18 and 33.45)
- The report finds that the Housing and Property Scrutiny Committee 'fail[ed] in its task of ensuring that the relationship between the TMO and the residents of Grenfell Tower was rigorously investigated' (33.63), despite evidence presented to it about the deterioration of that relationship.
- For example, the Inquiry notes that '[i]n December 2015, at Councillor Blakeman's suggestion, some 60 residents of Grenfell Tower signed a petition to the Housing and Property Scrutiny Committee of RBKC asserting that residents' views had been ignored or minimized, that their day-to-day concerns had been belittled and brushed aside and that they had been forced to ensure intolerable living conditions while the work on the tower was going on' (33.52).
- There are several examples in the report of the TMO and the Council failing to respond to residents' questions and concerns, even when they had a direct bearing on questions of safety. For example:
 - '[Mr Ahmed] said he had never received a proper response from the TMO despite repeating his concerns for several years after the [2010] fire [at Grenfell Tower]' (33.18)
 - 'It is striking that senior officers of the TMO and RBKC appear to have been more interested in silencing Councillor Blakeman than in resolving residents' grievances' (33.53).
 - 'At a meeting of the TMO's Lancaster West Estate Management Board on 15 May 2012, Edward Daffarn asked if Studio E had experience of Tower blocks and, if not, why it had been retained for the refurbishment. He never received an answer to that question' (33.45).
 - 'In 2013... Edward Daffarn told us that the residents had asked RBKC's Housing and Property Scrutiny Committee to consider the problems surrounding the power surges, but he felt that the matter had been covered over, with the result that the residents lost trust in the TMO's ability to take appropriate action in respect of fire safety' (33.26).

Collective consultation and engagement

- This failure extended to the TMO's approach to collective consultation and engagement with residents, particularly in relation to the refurbishment. For example, by the time steps were taken to set up a meeting in July 2015, residents 'had never before been given any collective say in relation to it, as required by the agreement between the TMO and RBKC' (33.33).
- The Inquiry finds that 'despite residents' request for involvement [in developing the plans for the refurbishment], no proposals were developed (33.46) and that 'there is also no evidence that the residents, who in May 2012 had indicated that they wanted to be involved in the development proposals for the tower, were ever invited to join a focus group' (33.47).
- During the refurbishment, residents were given 'six methods [of 'consultation'] to choose from' but they did not include consultation through a residents' group. They were all directed at giving information to residents, not hearing from them' (33.50). The Inquiry finds that resident involvement was often 'largely symbolic' (53.38).
- The TMO refused to recognise groups which came together to raise issues on behalf of other residents of the Tower, including the Grenfell Action Group and the Grenfell Compact, despite advice from expert bodies such as the Tenancy Participation Advisory Service (see, for example, 33.21).

Improvements since 2017

On changes to the way individual complaints and concerns are addressed:

- A new two-stage complaints process with a Corporate Complaints Team providing support and challenge to teams, including some quality assurance and identification of lessons learned.
- Complaints training for teams and more proactive communication with residents about how to make a complaint.
- Regular reporting on complaints to the Executive Management Team and close oversight of complaints responses and outcomes in particular teams and departments.
- Opportunities for residents to raise individual and collective concerns at Scrutiny committees, Full Council and Leadership Team meetings.
- Opportunities for resident involvement in scrutiny through working groups and other exercises.

On changes to consultation and participation:

- Establishment of a new Communities department and a new approach to standards in consultation and engagement through the [Charter for Public Participation](#).
- Involvement of residents in decision making in housing, including decisions about major works, through the [Tenants Consultative Committee](#), resident scrutiny groups etc.

- In 2023/24, we had over 12,000 responses to Council consultations across a wide range of areas and 82% of exercises had a 'You Said, We Did' statement'.
- Establishment of a [Citizens' Panel](#), representative of the residents of the borough, to collect feedback about new plans and initiatives and identify resident priorities.
- Establishment of a [Resident Reference Group](#) to bring resident perspectives and experience to a range of issues in Housing Needs, including housing allocations.
- Routine consultation and engagement with residents on refurbishments and major works on individual estates.
- Establishment of a community of practice to share learning and best practice on consultation across the Council, including a 'Celebrating Coproduction' programme.
- Establishment of a Consultation Gateway to ensure proposals for consultation are routinely tested against the commitments in the Charter for Public Participation.
- Experimentation with some new innovative approaches to consultation and participation, as in the recent 'TA Encounters' project which used 'legislative theatre' to explore resident and staff perspectives on experiences in temporary accommodation.

Areas for further improvement

On complaints

- Lack of assurance that all expressions of dissatisfaction are being recorded and investigated as complaints.
- Thoroughness of investigation not consistent across all Council departments.
- Risk that there is a lack of independence in investigation of complaints, with Stage 1 complaints sometimes investigated by the same individual/team being complained about.
- Quality assurance of complaints responses not consistent, with some responses still demonstrating defensiveness, lack of curiosity and little appetite for learning.
- Further work needed to foreground resident experience in complaints responses and to identify more creative lessons.
- Lack of consistency in senior oversight of complaints responses and outcomes.
- Persistent lack of confidence in complaints process from some residents, as evidenced by feedback from the Grenfell Legacy and other conversations.
- Lack of support and information available for residents and advocates wishing to complain to the Council.
- Inconsistent focus on lessons learned in complaints responses.
- Specific focus on individual complaints and concerns with implications for safety and wellbeing of residents.
- Inconsistent handling of casework and other concerns raised by individuals or (on their behalf) by elected members.
- Need to ensure more routine communication and engagement with ward councillors, who are the eyes and ears of their communities.

On consultation and engagement

- Tendency to rely on multiple, one-off consultations on specific issues, rather than moving towards more regular, participatory forms of engagement.
- Overreliance on traditional consultation methods in some areas, with more creative and innovative approaches required to move towards genuine participation.
- Need to combat 'consultation fatigue' by building more ongoing mechanisms for participation.
- Lack of consistent approach to individual and collective representations from residents on particular issues, particularly outside formal consultations. Need to embed learning from 2023/24 Future Grenfell Support consultations and the recommendations from the External Scrutiny Team on participatory approaches.
- Need to explore more creative forms of codesign and participation, for example the 'legislative theatre' approach recently used in Housing Needs.
- Persistent scepticism from some residents about the intentions behind consultation and the ability to influence outcomes through participation.
- Need to cede power in consultation exercises to shape proposals from the beginning.
- Need to do more to make sure 'quiet voices' are heard in consultation and engagement.

Suggestions for further improvements

- A full, end-to-end review of the Council's approach to complaints, with resident involvement and a focus on resident experience. Compliance with the Ombudsman Complaint Handling Codes.
- More independent oversight, scrutiny and challenge on complaints from other departments or an independent adjudication function, e.g. at Stage 2.
- Develop of a more consistent, corporate approach to resolving casework and other individual concerns raised by residents or elected members.
- Further strengthen connections with ward councillors, helping to identify key trends and issues in casework and emerging local issues.
- Greater scope for resident participation and involvement in scrutiny at the Council.
- A full review, with resident involvement, of the Charter for Public Participation and its commitments on consultation, engagement and ways of working with residents. This would include consideration of the full spectrum of participation and explicit reflections on power imbalances in consultation and engagement work.
- Update the Key Decision report template and Forward Plan notice to encourage more explicit reflection about the type and standard of consultation, including explicit reflection on the spectrum of participation.
- A clear plan for monitoring effectiveness of consultation and engagement work and reporting on progress, including making information available to communities.
- A review of the remit and function of the existing Citizen's Panel to explore how it might shape strategic thinking/policy development and support more participatory approaches.

- A programme of supportive audits (with resident involvement) to check whether (and how) resident feedback is acted on, showing effectiveness of the Charter for Public Participation in influencing practice.
- Expand the existing Celebrating Coproduction Programme to include more North Kensington based programmes to address residents' appetite for more participation.

The Royal Borough of Kensington and Chelsea

KEY DECISION

**Report Title: Draft Statement of Gambling Policy
(2025-2028)**

Date: 13 November 2024

Decision Maker	Leadership Team
Reporting Officer	Andrew Burton, Director of Highway and Regulatory Services
Key Decision	KD1000302
Access to information	Public
Wards	All

1. EXECUTIVE SUMMARY

- 1.1 The Gambling Act 2005 requires licensing authorities to draft, consult on and publish a Statement of Licensing Policy in relation to its responsibilities under the Act. Once published, this Policy Statement, called the Statement of Gambling Policy must be kept under constant review and, in any case, re-published after every three years.
- 1.2 This report sets out the changes to the Council's Statement of Gambling Policy and the responses received following the public consultation.

2. RECOMMENDATION

- 2.1 That the Leadership Team consider the revised Statement of Gambling Policy and recommend to Full Council that it is approved and adopted.

3. REASONS FOR DECISION

- 3.1 Section 349 of the Gambling Act 2005 requires all licensing authorities to prepare and publish a Statement of Gambling Policy that they propose to apply in exercising their functions under the Act during the three year period to which their existing policy applies. The Council's current Statement of Gambling Policy is due to expire in January 2025, so a reviewed policy must be adopted by that date.

4. BACKGROUND

- 4.1 The Statement of Gambling Policy forms this licensing authority's mandate for managing local gambling provision and sets out how the licensing authority views the local risk environment and therefore its expectations in relation to operators with premises in the locality. The Gambling Commission encourages licensing authorities to have a policy statement that is genuinely

reflective of local issues, local data, local risk and the expectations that a licensing authority has of operators who either currently offer gambling facilities or wish to do so in the future.

- 4.2 The borough currently has the following premises with gaming permits or premises licences:

Adult Gaming Centres – 3
Betting Shops – 17
Casinos – 4 (5 active licences)
Gaming Permits - 6
Small Society Lotteries - 60

- 4.3 The number of trading adult gaming centres has increased by one since the Statement of Gambling Policy was last reviewed. Since the last review, the number of betting shops and casinos has remained static, while the number of gaming permits and small society lotteries have decreased by three and five respectively.
- 4.4 The Statement of Gambling Policy 2025 - 2028 (the current draft of which is attached as **Appendix 1** to this report) must be published at least 28 days before it comes into effect.

5. OPTIONS, ANALYSIS AND PROPOSALS

- 5.1 The existence of a clear and robust gambling policy provides greater scope for licensing authorities to work in partnership with operators, other local businesses, communities, and responsible authorities to identify and to proactively mitigate local risks to the licensing objectives.
- 5.2 The extent to which the Gambling Policy is amended is up to an individual borough's discretion based on the unique circumstances of the authority. This necessitates consultation with the Police, those who represent the interests of gambling businesses in their area, and those which represent interested persons likely to be affected. The outcome of that consultation must inform the decision, made at Full Council, regarding its adoption.
- 5.3 Licensing authorities must ensure that the statement of gambling policy balances the need for a degree of certainty on the part of gambling businesses with the need to remain responsive to emerging risks. It should be evidence led and based on the licensing objectives outlined below.

Principles/Licensing Objectives:

- preventing gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime
- ensuring that gambling is conducted in a fair and open way
- protecting children and other vulnerable persons from being harmed or exploited by gambling

- 5.4 Only matters within the scope of the Gambling Act, Guidance issued by the Gambling Commission and associated Codes of Practice can be considered; moral issues relating to gambling, remote gambling or spread betting (which are regulated, respectively, by the Gambling Commission and the Financial Services Authority) cannot be brought into scope.
- 5.5 In reviewing the statement of gambling policy, officers have considered:
- Changes to the gambling regime;
 - The promotion of the three licensing objectives;
 - The guidance issued under Section 25 of the Gambling Act 2005;
 - Guidance or Codes of practice issued by the Gambling Commission;
 - The current 2022 Statement of Gambling Policy;
 - Local crime prevention measures; and
 - The Equality Act 2010
- 5.6 The main changes are summarised in Table 1 below.

Table 1: Summary of changes made to the Statement of Gambling Policy

Section of the Statement of Gambling Policy	Changes Made
1.2 – 1.3	<p>Paragraphs deleted as no longer appears in the Gambling Commission's Guidance to Licensing Authorities. Following two paragraphs added:</p> <p>1.2 In producing its statement, this Licensing Authority declares that it has had regard to the licensing objectives under the Act, the guidance issued by the Gambling Commission (published April 2021) and the final statement will have regard to any responses from those consulted on the statement.</p> <p>1.3 Notwithstanding this policy statement, each application received will be considered on its own merits, subject to the provisions of the Act, associated and subordinate legislation, and common law.</p>
1.8	Paragraph amended to reflect revision and publication dates of the Gambling Commission's Guidance to Licensing Authorities.
2.1	Paragraph amended to reflect figures obtained from the national census of 2021 which shows population size has decreased by 9.6% from around 158,600 in 2011 to 143,400 in 2021.

10.17	Fourth bullet point. Grammatical change to reflect correct spelling of alleys. An additional bullet point with the wording “any local action plans in operation” added. (Applicants will be expected to tailor their local risk assessments to incorporate any local action plans and mitigate any additional risks highlighted within the respective plan).
13.2	Date within paragraph amended from 2024 to 2027. The date by which the next review must be carried out.
Appendix C	Appendix amended as Category A gaming machines are not currently permitted.
Appendix D	Updated list of useful and responsible authority contacts.
Appendix F	New maps supplied to assist with local area profiles

6. CONSULTATION AND COMMUNITY ENGAGEMENT

6.1 The Council is free to decide the extent to which it amends its Gambling Policy each three years, but the Gambling Act requires any revisions to be consulted with the Police, those who represent the interests of gambling businesses in their area, and those which represent interested persons likely to be affected. To this end, this summer officers consulted:

- Metropolitan Police Service
- Trade associations
- Businesses licensed for gambling
- Faith and Multi Faith Organisations
- Residents’ associations
- London Fire Brigade
- Ward councillors
- Neighbouring authorities
- Kensington, Chelsea & Westminster Chamber of Commerce
- Our Business Improvement Districts
- Substance Misuse and Offender Care Team
- Community Safety Partnership Board

6.2 A copy of the draft Statement of Gambling Policy was also placed on the Council’s online Consultation Hub (<https://consult.rbkc.gov.uk>).

- 6.3 Ordinarily, the Council would allow a 10-week consultation period following publication of a draft, but because officers were proposing only minimal amendments, the Chair of the Licensing Committee and the Lead Member for Planning and Public Realm agreed to 6 weeks of consultation. This took place between 5 July and 18 August 2024.
- 6.4 A total of nine responses were received from: five residents (all local to Earls Court), GamCare (Independent charity and the leading provider of information, advice, and support for anyone affected by gambling harm), the Executive Chairman of Hippodrome Casino, the Metropolitan Police and the Council's Noise and Nuisance Team. All responses to the consultation were considered and the draft Statement of Gambling Policy has been further revised where considered appropriate. All responses and relevant additional amendments to the revised Statement of Gambling Policy can be found as **Appendix 2** to this report.

7. LEGAL IMPLICATIONS

- 7.1 The legal implications are contained within the body of the report.
- 7.2 Whilst Statements of Gambling policies must be reviewed and adopted every three years, the Licensing Authority is required to keep the policies under review during that period. That review needs to be consulted on and the Council needs to consider whether it is appropriate to make any revisions to the draft Policy before the Policy is formally approved by full Council. In accordance with the Gambling Act 2005, the Licensing Authority intends to carry out a further full review of its Policy no later than 2027 and, prior to publishing the revised version, it intends to consult fully with those groups and individuals who were consulted in relation to this version, as well as any other persons or groups who may be considered relevant at that time.
- 7.3 In addition, within the three year period the Licensing Authority will review its Statement of Gambling Policy whenever it feels that relevant issues have arisen - for example, if any further significant amendments are made to the Gambling Act 2005, Guidance or Codes of Practice.
- 7.4 The Statement of Gambling Policy must be determined and adopted by Full Council.

8. FINANCIAL, PROPERTY AND ANY OTHER RESOURCES IMPLICATIONS

- 8.1 No financial, property, IT or other resource implications are expected as a result of the adoption of this policy.

9. ENVIRONMENTAL IMPLICATIONS

- 9.1 No environmental implications are expected as a result of the adoption of this policy.

10. HUMAN RESOURCES IMPLICATIONS

- 10.1 No human resources implications are expected as a result of the adoption of this policy.

11. EQUALITIES IMPACT ASSESSMENT AND IMPLICATIONS

- 11.1 In preparing the proposed policy, officers have had regard to its Public Sector Equality Duty (PSED) imposed under section 149 of the Equality Act 2010. This requires public bodies to consider how the decisions they make, and the services they deliver, affect people who share different protected characteristics including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sex. It is considered that the revised Statement of Gambling Policy will not negatively impact on any of the protected categories within the Equality Act. A copy of an Equality Impact Assessment which has been conducted is attached as **Appendix 3**. The PSED requires us to demonstrate that the Council is making decisions in a fair, transparent and accountable way, considering the needs and the rights of different members of our community.

12. OTHER CONSIDERATIONS

- 12.1 An extraordinary meeting of the Licensing Committee was held on 19 September 2024. Members of the Committee were asked to note the revisions to the Statement of Gambling Policy and decide whether they wished to make any further comments to it before it is considered by the Environment Select Committee and Leadership Team.
- 12.2 Although the Licensing Committee made no formal recommendations it suggested that the Map of the Borough that officers produced to assist applicants with producing their Local Risk Assessments (Page 39, Draft Statement of Licensing Policy refers) be updated, as several Schools, Places of Worship and Centres for Gambling Addiction were not shown. Licensing Committee Members also asked for the names and address of Adult Gaming Centres, Betting Shops and Casinos to be included on the back of the map. The Map has now been updated and replaced.
- 12.3 The Chairman and four members of the Environment Select Committee attended a briefing on 17 October 2024 at which they discussed the draft policy which had been sent to them on 11 October and asked questions of the Licensing Team Manager (Ms Fiona Johnson) and one of the Licensing Enforcement Officers (Mr David Williams). Members of the Committee made no additional comments.

13. APPENDICES

- 13.1 Appendix 1 – Draft Statement of Gambling Policy 2025 – 2028.
- 13.2 Appendix 2 - Summary of responses and relevant additional amendments to the revised Statement of Gambling Policy.
- 13.3 Appendix 3– Completed Equality Impact Assessment.

14. SUPPORTING DOCUMENTS

- 14.1 [Licensing Committee Report, 19 September 2024](#)
- 14.2 Gambling Act 2005
- 14.3 Gambling Commission's Guidance to Licensing Authorities
- 14.4 Gambling Commission's Codes of Practice
- 14.5 Kensington and Chelsea Statement of Gambling Policy 2022-2025

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Cleared by Communications (NT)

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THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

STATEMENT OF GAMBLING POLICY

(January 2025 – January 2028)

Version date: 31 October 2024

STATEMENT OF GAMBLING POLICY

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DRAFT

1 Introduction

- 1.1 The Gambling Act 2005 (the “Act”) requires this Licensing Authority to draft, consult on and publish a Statement of Licensing Policy in relation to its responsibilities under the Act. Once published, this Policy Statement, called the Statement of Gambling Policy, will be kept under constant review and, in any case, will be re-published after every three years. Before any revision of the Statement of Gambling Policy is published this Authority will carry out a full consultation exercise on the relevant sections. This version of the Statement of Gambling Policy has been revised following the 3 year review and is for the period 2025 – 2028.
- 1.2 In producing its statement, this Licensing Authority declares that it has had regard to the licensing objectives under the Act, the guidance issued by the Gambling Commission (published April 2021) and the final statement will have regard to any responses from those consulted on the statement.
- 1.3 Notwithstanding this policy statement, each application received will be considered on its own merits, subject to the provisions of the Act, associated and subordinate legislation, and common law.

The Gambling Act 2005 can be accessed via:

<http://www.legislation.gov.uk/ukpga/2005/19/contents>

and the Gambling Commission’s Guidance to Licensing Authorities may be accessed via;

<https://www.gamblingcommission.gov.uk/guidance/guidance-to-licensing-authorities>

Licensing objectives

- 1.4 The Act also requires this Authority to carry out its various licensing functions while having regard to, and being reasonably consistent with, the following three licensing objectives:
- preventing gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime
 - ensuring that gambling is conducted in a fair and open way
 - protecting children and other vulnerable persons from being harmed or exploited by gambling

Under the Gambling Act 2005 ‘child’ means an individual who is less than 16 years old and ‘young person’ means an individual who is not a child but who is less than 18 years old. This authority has concerns regarding children’s increasing exposure to online gambling but acknowledges, as provided in Paragraph 9.2, that online gambling is dealt with by the Gambling Commission. We welcome the Commission’s continued action to use their regulatory powers to make online gambling safe and to ensure regulation remains fit for purpose and helps them to respond to new and emerging risks.

- 1.5 As required by the Guidance issued by the Gambling Commission, in carrying out its licensing functions under the Act, particularly with regard to premises licences, the Council shall aim to permit the use of premises for gambling as long as it is considered to be:

- in accordance with any relevant code of practice issued by the Gambling Commission,
- in accordance with any relevant guidance issued by the Commission
- reasonably consistent with the licensing objectives, and
- in accordance with the policy statement published by this Authority under section 349 of the Act

Nothing in this Statement of Gambling Policy will override the right of any person to make an application under this Act and have that application considered on its individual merits. Equally, nothing in the Statement of Gambling Policy will undermine the right of any person to make representations to an application, or seek a review of a licence where there is a legal power to do so.

This Authority will endeavour to ensure that when considering applications under this legislation it will avoid duplication with other regulatory regimes so far as possible.

- 1.6 Previous gambling legislation required that the grant of certain gambling permissions should take account of whether there was an unfulfilled demand for gambling facilities. However, unfulfilled demand is not a criterion for a Licensing Authority in considering an application for a premises licence under the Gambling Act. Each application will be considered on its merits without regard to demand.
- 1.7 The Gambling Commission's guidance for local authorities states that moral objections to gambling are not a valid reason to reject applications for premises licences and that a licensing authority must not consider unmet demand when deciding an application. However, to have regard to, and be reasonably consistent with the licensing objectives we will have to consider whether a particular premises is appropriate for the intended activity.
- 1.8 All references in this Statement of Gambling Policy, to the Gambling Commission's Guidance for Licensing Authorities, relates to the edition published in April 2021 and any subsequent updated versions. The Guidance is updated from time to time and, if considered necessary, this Statement of Gambling Policy will be revised to incorporate any future changes to the Guidance. A copy of the current Gambling Commission Guidance can be found on the Gambling Commission's website.

2. A Profile of the Royal Borough of Kensington and Chelsea

- 2.1 While the Royal Borough is the smallest of the London boroughs, covering 1,213 hectares (2,997.32 acres), it is also one of the most densely populated local authority areas in this country with 118 people per hectare (47 per acre).
(Size of local authority and density of population information obtained from the national census of 2021 at the Office of National Statistics).
- 2.2 The Royal Borough is situated in west London with Westminster City Council to the east, Brent Council to the north, Hammersmith and Fulham Council to the west, and the river Thames to the south. The borough has a large number of nationally and internationally famous buildings, shopping streets, restaurants and museums and attracts a significant number of visitors and tourists daily in addition to the resident population.

- 2.3 Because of the small size of the Royal Borough and the density of its residential population there are very few areas within its boundaries that could be described as solely commercial or shopping areas. Even those that could be described as commercial or shopping areas have significant numbers of residential dwellings above and adjacent to commercial premises, and residential areas in close proximity.

3. Consultation on the Statement of Gambling Policy

- 3.1 Before publishing this Statement of Gambling Policy the Licensing Authority consulted with the Police, the Fire Authority and other Responsible Authorities, representatives of local residents, representatives of local businesses and representatives of those persons carrying on gambling businesses in this Authority's area. This Licensing Authority has also consulted with relevant departments within the Council and neighbouring boroughs.

4. Declaration

- 4.1 In producing this Statement of Gambling Policy, this Licensing Authority declares that it has had regard to the licensing objectives of the Gambling Act 2005, the Guidance issued by the Gambling Commission, local crime prevention, our public health duties and any responses from those consulted on the Statement.

5. Responsible Authorities and Interested Parties

- 5.1 The Gambling Act 2005 allows for two different types of groups to make representations regarding applications to the Licensing Authority, and also to apply to have existing licences reviewed by the Authority. These groups are 'Responsible Authorities' and 'Interested Parties'
- 5.2 The Act defines Responsible Authorities as:
- (a) a licensing authority in England and Wales in whose area the premises are wholly or partly situated,
 - (b) the Gambling Commission,
 - (c) the chief officer of police for a police area in which the premises are wholly or partly situated,
 - (d) the fire and rescue authority for an area in which the premises are wholly or partly situated,
 - (e) the local planning authority, in accordance with Part I of the Town and Country Planning Act 1990 (c. 8), for an area in which the premises are wholly or partly situated,
 - (f) an authority which has functions by virtue of an enactment in respect of minimising or preventing the risk of pollution of the environment or of harm to human health in an area in which the premises are wholly or partly situated,
 - (g) a body which is designated in writing for the purposes of this paragraph, by the licensing authority for an area in which the premises are wholly or partly situated, as competent to advise the authority about the protection of children from harm,
 - (h) Her Majesty's Commissioners of Customs and Excise, and
 - (i) any other person prescribed for the purposes of this section by regulations made by the Secretary of State.

- 5.3 Further to the Children and Social Work Act of 2017, Local Safeguarding Children Boards (LSCBs) have been replaced by Local Safeguarding Children Partnerships (LSCPs). Our LSCP covers Kensington and Chelsea and Westminster.

The LSCP meets once quarterly, but applications relating to Gambling Licences require any comments from the 'responsible authorities' within 28 days. Therefore, it would clearly not be appropriate to designate the LSCP as the 'responsible authority' in this area.

The policy of the Licensing Authority is that the 'responsible authority' in relation to the protection of children from harm (see 5.2 'g' above) will be the Council's Children Services Department and, in particular, the Head of Safeguarding, Review and Quality Assurance in that Department.

- 5.4 Section 158 of the Act states that a person is an 'Interested Party' if, in the opinion of the Licensing Authority, that person;

- (a) lives sufficiently close to the premises to be likely to be affected by the authorised activities,
- (b) has business interests that might be affected by the authorised activities, or
- (c) represents persons who satisfy paragraph (a) or (b).

- 5.5 Should an individual wish to submit an objection to a new premises licence or submit a request for a review of an existing licence, it should be based on the licensing objectives contained within the Act (see Para 1.4). It should be noted that the Act does not include the prevention of public nuisance and anti-social behaviour as a specific licensing objective.

- 5.6 The Licensing Authority is required by Regulations to state the principles it will apply in exercising its powers under the Act to determine whether a person is an interested party.

The principles for this Authority are that each case will be decided upon its own merits and rigid rules will not be applied to its decision making. It will consider the examples provided in the Gambling Commission's Guidance for Licensing Authorities at paragraph 6.21. In accordance with the Commission's Guidance 'has business interests' should be given the widest possible interpretation and include partnerships, charities, faith groups and medical practices.

- 5.7 Section 158 of the Gambling Act states that an 'interested party' must (a) 'live sufficiently close to the premises to be likely to be affected by the authorised activities', or (b) 'has business interests that might be affected by the authorised activities', or represents persons who satisfy (a) or (b). The Gambling Commission recommends in its Guidance to Licensing Authorities that Interested Parties could include trade associations and trade unions, and residents' and tenants' associations. However, it fails to mention that those bodies should represent persons or businesses sufficiently close to be likely to be affected by the operation of the premises. (Gambling Commission Guidance for Local Authorities paragraph 6.21). This Authority will follow section 158 of the Act and will not generally view these bodies as interested parties unless they have a member who can be classed as an interested person under the terms of the Gambling Act 2005, i.e. they live

sufficiently close or carry on a business so that they will be likely to be affected by the activities being applied for.

6. Exchange of Information

- 6.1 Licensing Authorities are required to include in their Statement of Gambling Policy the principles to be applied by the Authority in exercising the functions under sections 29 and 30 of the Act with respect to the exchange of information between it and the Gambling Commission, and the functions under section 350 of the Act with respect to the exchange of information between it and the other persons listed in Schedule 6 to the Act.
- 6.2 The principle that this Licensing Authority applies is that it will act in accordance with the provisions of the Act in its exchange of information, which includes the provision that Data Protection legislation will not be contravened. The Licensing Authority will also have regard to any Guidance issued by the Gambling Commission to Local Authorities on this matter, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Gambling Act 2005. When the law allows, the Licensing Authority will agree secure mechanisms to share information with other regulators about gambling premises to help target resources and activities and minimise duplication.

7. Enforcement

- 7.1 Licensing Authorities are required by regulation under the Act to state the principles to be applied by the Authority in exercising the functions under Part 15 of the Act with respect to the inspection of premises; and the powers under section 346 of the Act to institute criminal proceedings in respect of the offences specified.
- 7.2 This Licensing Authority's principles are that it will be guided by the Gambling Commission's Guidance for Local Authorities. We will comply with the 'Regulators Code' and to support or enable economic growth for compliant businesses we will endeavour to:
- understand and minimise negative economic impacts of our regulatory activities;
 - minimise the costs of compliance for those we regulate;
 - improve confidence in compliance for those we regulate, by providing greater certainty; and
 - choose proportionate, transparent and effective approaches to encourage and promote compliance.

This Authority will also act in accordance with its own Enforcement Policy.

- 7.3 As per the Gambling Commission's Guidance for Licensing Authorities, this Authority will endeavour to avoid duplication with other regulatory regimes so far as possible.
- 7.4 This Authority will also, as recommended by the Gambling Commission's Guidance for Licensing Authorities, adopt a risk-based inspection programme. In accordance with the Regulators' Code only those premises identified as being 'high risk' premises will be routinely inspected. Officers will only visit premises where there is a reason to do so, e.g. as part of a complaint investigation.

- 7.5 The main enforcement and compliance role for this Licensing Authority in terms of the Act will be to ensure compliance with the terms and conditions of premises licences and other permissions that they authorise. The Gambling Commission will be the enforcement body for the operating and personal licences. It is also worth noting that concerns about manufacture, supply or repair of gaming machines will also be dealt with by the Gambling Commission.
- 7.6 This Licensing Authority also keeps itself informed of developments as regards the work of the Department for Business, Energy & Industrial Strategy in its consideration of the regulatory functions of local authorities. Bearing in mind the principle of transparency, this Licensing Authority's enforcement policy is available on our website.
- 7.7 It should be noted that if annual fees for premises licences are not paid when required the Licensing Authority may revoke the premises licence under section 193 Gambling Act 2005.

8. Protecting Children and other Vulnerable Persons from being harmed or exploited by Gambling

- 8.1 As per the Gambling Commission's Guidance for Licensing Authorities, this Licensing Authority expects operators of gambling premises to have in place policies and measures to ensure children and other vulnerable people are protected from being harmed or exploited by gambling. Harm in this context is not limited to harm from gambling but includes wider child protection considerations, including the risk of child sexual exploitation or modern slavery.
- 8.2 The efficiency of such policies and procedures will be considered on their merits, however, they may include appropriate measures/training for staff as regards suspected truanting school children on the premises, measures/training covering how staff would deal with unsupervised very young children being on the premises, or children causing perceived problems.
- 8.3 This Authority will pay particular attention to measures proposed by operators to protect children from harm in Adult Gaming Centres and Family Entertainment Centres. Such measures may include, but would not be limited to, the following:
- Proof of age schemes.
 - CCTV.
 - Supervision of entrances/machine areas.
 - Physical separation of areas.
 - Specific opening hours.
 - Self-barring schemes.
 - Notices/signage.
 - Measures/training for staff on how to deal with suspected truanting school children on the premises and how to recognise signs of potential child sexual exploitation.
 - Clear policies that outline the steps to be taken to protect children from harm.
 - Provision of information leaflets/helpline numbers for organisations such as GamCare and GambleAware.
 - Provision of details on how to access the National Problem Gambling Clinic and provision of the relevant information leaflet.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures. This Authority will expect operators to fully comply with the Gambling Commission's Licensing Conditions and Codes of Practice (LCCP), the Social Responsibility Codes in relation to access for children into Gambling premises, their policies and procedures designed to prevent underage gambling, and how they monitor the effectiveness of these. The Social Responsibility Codes, part of the Gambling Commission's LCCP, can be found on the Gambling Commission's website.

- 8.4 The Gambling Commission advises in its Guidance for Licensing Authorities that Authorities may consider whether there is a need for door supervisors in terms of the licensing objectives of protection of children and vulnerable persons from being harmed or exploited by gambling. In appropriate circumstances this Authority will consider the imposition of conditions requiring door supervisors at particular premises.
- 8.5 To assist the Licensing Authority in considering safeguarding concerns, we welcome any information from operators relating to details of where a child or young person repeatedly attempts to gamble on their premises. The Licensing Authority continues to raise awareness, in cooperation with the Metropolitan Police, of child sexual exploitation amongst the business community via Operation Makesafe. To date, efforts have been focussed on providing awareness to hotels, taxi companies and licensed premises.
- 8.6 Larger operators are responsible for conducting/taking part in underage testing, results of which are shared with the Gambling Commission. Operators are encouraged to also make the results available to licensing authorities, as far as is practicable.
- 8.7 As mentioned in paragraph 5.3, the policy of this Licensing Authority is that the 'responsible authority' in relation to the protection of children from harm will be the Council's Family and Children's Services Department and, in particular, the LSCP Manager in that Department.

9. Licensing Authority Functions

- 9.1 Licensing Authorities are required under the Act to:
- Be responsible for the licensing of premises where gambling activities are to take place by issuing *Premises Licences*.
 - Issuing *Provisional Statements* where premises are intended to provide gambling activities.
 - Regulating *members' clubs* and *miners' welfare institutes* who wish to undertake certain gaming activities via issuing Club Gaming Permits and/or Club Machine Permits.
 - Issuing *Club Machine Permits* to *Commercial Clubs*.
 - Granting permits for the use of certain lower stake gaming machines at *unlicensed Family Entertainment Centres*.
 - Receiving notifications from alcohol licensed premises (under the Licensing Act 2003) for the use of two or fewer gaming machines.
 - Issuing *Licensed Premises Gaming Machine Permits* for premises licensed to sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where there are more than two machines.
 - Registering *small society lotteries* below prescribed thresholds.
 - Issuing *Prize Gaming Permits*.

- Receiving and Endorse *Temporary Use Notices*.
- Receiving *Occasional Use Notices*.
- Providing information to the Gambling Commission regarding details of licences issued (see section above on 'information exchange').
- Maintaining registers of the permits and licences that are issued under these functions.

9.2 It should be noted that local Licensing Authorities are not involved in licensing remote gambling at all. This falls to the Gambling Commission via operating licences and, having merged with the National Lottery Commission on 1 October 2013, the Gambling Commission also regulates the National Lottery. The Financial Services Authority regulates spread betting.

10. Premises Licences

10.1 Premises licences will be subject to the requirements set out in the Gambling Act 2005 and Regulations, as well as specific mandatory and default conditions which are detailed in regulations issued by the Secretary of State (The Gambling Act 2005 (Mandatory and Default Conditions) (England and Wales) Regulations 2007). Licensing Authorities are able to exclude default conditions where appropriate and also attach additional conditions where relevant.

10.2 In accordance with section 153 of the Gambling Act 2005, this Licensing Authority is aware that in making decisions about premises licences it should aim to permit the use of premises for gambling in so far as it thinks it is:

- in accordance with any relevant code of practice issued by the Gambling Commission
- in accordance with any relevant guidance issued by the Gambling Commission
- reasonably consistent with the licensing objectives, and
- in accordance with the Authority's statement of gambling policy.

Multiple licences and separation of different premises

10.3 This Authority takes particular note of the Gambling Commission's Guidance for Licensing Authorities, which states that Authorities should pay particular attention when considering applications for multiple licences for a building, and those relating to a discrete part of a building used for other (non-gambling) purposes. In particular, this Authority is aware that entrances and exits from parts of a building covered by one or more licences should be separate and identifiable so that the separation of different premises is not compromised and that people do not 'drift' into a gambling area. The Authority will pay particular attention to applications where access to the licensed premises is through other premises (which themselves may be licensed or unlicensed).

10.4 Clearly, there will be specific issues that the Authority will consider before granting such applications, for example, whether children can gain access; compatibility of the two establishments; and ability to comply with the requirements of the Act. But, in addition, an overriding consideration should be whether, taken as a whole, the co-location of the licensed premises with other facilities has the effect of creating an arrangement that otherwise would, or should, be prohibited under the Act.

- 10.5 This Authority takes particular note of paragraphs 7.7 to 7.8 and 7.26, 7.31 to 7.35 of the Gambling Commission's Guidance to Licensing Authorities relating to the artificial sub-division of premises. It also takes note of section 152 (1) of the Act and Regulation 12(2) of the **Gambling Act 2005 (Premises Licences and Provisional Statements) Regulations 2007** and will look very carefully at any application that may appear to breach any of these provisions.

This Authority also takes particular note of the Gambling Commission's Guidance, contained in paragraphs 18.28 to 18.32, regarding 'the appropriate licensing environment' for a premises licence. For example, where a premises is licensed to provide bingo facilities then the primary activity must be the provision of bingo, with gaming machines being an ancillary offering in the premises. This Authority also notes the Gambling Commission's Codes of Practice Consolidated for all forms of Gambling that came into effect in April 2018.

Plans

- 10.6 The Licensing Authority will expect compliance with the Gambling Act 2005 (Premises Licences and Provisional Statements) Regulation 2007 (as amended) in relation to the submission of plans with applications.
- 10.7 The Regulations state that plans shall contain the following information:
- the extent of the boundary or perimeter of the premises
 - where the premises include, or consist of, one or more buildings, the location of any external or internal walls of each such building
 - where the premises form part of a building, the location of any external or internal walls of the building which are included in the premises
 - where the premises are a vessel or a part of a vessel, the location of any part of the sides of the vessel, and of any internal walls of the vessel, which are included in the premises
 - the location of each point of entry to and exit from the premises, including in each case a description of the place from which entry is made or to which the exit leads.

Planning considerations

- 10.8 The Licensing Authority is aware that in May 2015 the Government introduced additional planning controls in relation to betting offices, removing them from Class A2 use to a 'sui generis' use. This means that Betting Shops have been taken out of the planning 'use' classes and will need to receive planning approval. This has enabled Planning Authorities to exercise stricter controls over these uses, and this Authority recommends that applicants for new Gambling Premises Licences should already have been granted permission to use prospective premises for the proposed operation subject of the licence application. Further information can be obtained from the Council's Planning Department
- 10.9 This Licensing Authority is aware that demand issues cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives can. As per the Gambling Commission's Guidance for Licensing Authorities, this Authority will pay particular attention to the protection of children and vulnerable persons

from being harmed or exploited by gambling, as well as issues of crime and disorder. This would include incidents or suspected incidents of child sexual exploitation. Should any specific policy be decided upon regarding areas where gambling premises should not be located, in order to protect children and vulnerable persons from being harmed or exploited by gambling or to address issues of crime and disorder, this Statement will be updated. It should be noted that any such policy does not preclude any application being made and each application will be decided on its merits, with the onus being upon the applicant to show how potential concerns can be overcome.

10.10 This Licensing Authority will seek to avoid any duplication with other statutory/regulatory systems where possible, including planning. This Authority will not consider whether a licence application is likely to be awarded planning permission or building regulations approval in its consideration of it.

10.11 Planning: The Gambling Commission Guidance to Licensing Authorities states:

‘7.58 In determining applications, the licensing authority should not take into consideration matters that are not related to gambling and the licensing objectives. One example would be the likelihood of the applicant obtaining planning permission or building regulations approval for their proposal...’

This Authority will not take into account irrelevant matters as per the above guidance. In addition, this Authority notes the following excerpt from the Guidance:

‘7.65 When dealing with a premises licence application for finished buildings, the licensing authority should not take into account whether those buildings have to comply with the necessary planning or building consents. Nor should fire or health and safety risks be taken into account. Those matters should be dealt with under relevant planning control, building and other regulations, and must not form part of the consideration for the premises licence. S.210 of the Act prevents licensing authorities taking into account the likelihood of the proposal by the applicant obtaining planning or building consent when considering a premises licence application. Equally, the grant of a gambling premises licence does not prejudice or prevent any action that may be appropriate under the law relating to planning or building.’

10.12 Premises licences granted **must be reasonably consistent with** the licensing objectives. This Licensing Authority is aware that the Gambling Commission will be taking a leading role in preventing gambling from being a source of crime. The Gambling Commission's Guidance does however envisage that Licensing Authorities should pay attention to the proposed location of gambling premises in terms of this licensing objective. Where an area has known high levels of crime this Authority will consider carefully whether gambling premises are suitable to be located there and whether conditions, such as the provision of door supervisors, may be relevant.

10.13 Where gambling premises are located in sensitive areas, e.g. near schools, this Licensing Authority will consider imposing restrictions on advertising the gambling facilities on such premises where it is felt relevant and reasonably consistent with the Licensing Objectives.

10.14 **Local Area Profile** – a map of this Local Authority's area has been attached as a separate document to this policy, at Appendix F. This document may be reviewed and updated from time to time. The map contains the location of all schools, hostels and homes for

vulnerable people, hotspots of anti-social behaviour (ASB), and centres for people with gambling addictions. This Authority will pay particular attention to applications for the new grant of, or variations to existing, premises licences where those premises lie within areas with a concentration of schools, ASB, hostels/homes for vulnerable people and centres for people with a gambling addiction.

- 10.15 Where paragraph 10.13 applies this Authority will expect applicants to fully explain in their applications how their proposal will not exacerbate any problems to individuals living in the vicinity, particularly in relation to children, young persons and vulnerable people. Applicants will be expected to tailor their application, and have policies, procedures and control measures to mitigate any risks. They should have the appropriate numbers of trained staff, and propose licence conditions, to cater for the local area in which they propose to run their business.

Local Risk Assessments

- 10.16 Applicants should also be aware of areas with concentrations of hostels and other types of accommodation for vulnerable people. Where they propose to make an application for the new grant of a premises licence, or a variation to an existing licence, in such areas they should explain fully in their Local Risk Assessment (LRA) how they will mitigate any risks of operating gambling premises in close proximity to concentrations of housing for vulnerable people or proximity to churches, mosques, temples or any other place of worship. Religious premises and places of worship are often focal points for a percentage of vulnerable members of the local community, including the homeless community and youth population, and have therefore been included in this policy, rather than for any moral or ethical reasons.
- 10.17 Some publicly available sources of information to assist in operators completing a LRA include:
- (a) the Crime Mapping website
 - (b) Office for National Statistics for local neighbourhood statistics information
 - (c) relevant websites or publications by local responsible authorities
 - (d) websites or publications by local voluntary schemes and initiatives
 - (e) on-line mapping tools
 - (f) information leaflets and helpline numbers, from organisations such as GamCare and GambleAware, for customers who may have a gambling addiction.

This Authority will expect applicants for the new grant of, or variation to an existing, licence to also submit their LRA to comply with Licence Conditions and Codes of Practice (LCCP) - Social Responsibility (SR) code 10.1.1 and Ordinary Code provision 10.1.2. We strongly recommend that operators of licensed premises keep their LRA on the individual licensed premises and ensure that it is available for inspection.

The SR codes also states that a LRA must also be submitted when changes in the local environment or the premises warrant a LRA to be conducted again. This may be where:

- Any substantial building development or conversion of existing premises in the local area which may increase the number of vulnerable persons in the area.
- Educational facilities increase in the local area. This may occur as a result of the construction of a new school/college or where a significant change is made to an existing establishment.
- Any vulnerable group is identified by the Licensing Authority or venues relating to those vulnerable groups are opened in proximity to gambling premises (e.g. additional

homeless hostels or gambling or mental health care/ support facilities are opened in the local area).

The Authority will expect the local risk assessment to consider:

- the location of services for children such as schools, playgrounds, leisure/community centres and other areas where children and young people will congregate such as youth clubs, parks, bus stops, cafés, shops, entertainment venues such as cinemas, bowling alleys and any other place where children are attracted.
- the demographics of the area in relation to vulnerable groups
- whether the premises is in an area subject to high levels of crime and/or disorder.
- how vulnerable people, including people with gambling dependencies are protected.
- assessing staffing levels when a local college closes and the students begin to vacate the grounds.
- age verification policies such as 'Challenge 25'.
- line of sight from the counter to gambling machines.
- information held regarding self-exclusions and incidences of underage gambling.
- gaming trends that may mirror days for financial payments such as pay days or benefit payments
- proximity of premises which may be frequented by vulnerable people such as hospitals, residential care homes, medical facilities, doctor's surgeries, religious places and places of worship, council housing offices, addiction clinics or help centres, places where alcohol or drug dependant people may congregate.
- The impact of the COVID-19 pandemic on gaming trends and on operational risks.
- any local action plans in operation.

10.18 Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime – This Licensing Authority has noted that the Gambling Commission has stated that:

'...in considering an application for a premises licence or permit that is in an area noted for particular problems with disorder, organised criminal activity etc, the licensing authority should think about what, if any, controls might be appropriate to prevent those premises being associated with or used to support crime. This may include conditions on the premises licence, such as a requirement for door supervisors.'

'In the context of gambling premises licences, licensing authorities should generally consider disorder as activity that is more serious and disruptive than mere nuisance. Factors to consider in determining whether a disturbance was serious enough to constitute disorder would include whether police assistance was required and how threatening the behaviour was to those who could see or hear it. There is not a clear line between nuisance and disorder and the licensing authority should take the views of its lawyers before determining what action to take in circumstances in which disorder may be a factor.'

'In relation to preventing disorder, licensing authorities have the ability under s.169 of the Act to attach additional conditions to premises licences, and are entitled to include a requirement for door supervision, as provided for in s.178 of the Act.'

10.19 Where alcohol is sold after 23.00 in premises licensed under the Gambling Act 2005 we would expect that there would be the appropriate number of door supervisors employed at the premises.

- 10.20 However, this Authority will only impose additional conditions on licences where there is clear evidence that such conditions are necessary in order to promote the licensing objectives.
- 10.21 **Ensuring that gambling is conducted in a fair and open way** - This Licensing Authority has noted that the Gambling Commission has stated that it would generally not expect Licensing Authorities to become concerned with ensuring that gambling is conducted in a fair and open way as this will be addressed via operating and personal licences.
- 10.22 **Protecting children and other vulnerable persons from being harmed or exploited by gambling** - This Licensing Authority has noted that the Gambling Commission's Guidance for Licensing Authorities states that this objective means preventing children from taking part in gambling (as well as restriction of advertising so that gambling products are not aimed at, or are particularly attractive to, children), or at risk of child sexual exploitation. The Licensing Authority will therefore consider, as suggested in the Gambling Commission's Guidance, whether specific measures are required at particular premises with regard to this licensing objective. Appropriate measures may include supervision of entrances/machines, segregation of areas etc.
- 10.23 As regards the term '**vulnerable persons**', it is noted that the Gambling Commission is not seeking to offer a definition but states that '... it does, for regulatory purposes, assume that this group includes people who gamble more than they want to, people who gamble beyond their means and people who may not be able to make informed or balanced decisions about gambling due to, for example, mental health, a learning disability or substance misuse relating to alcohol or drugs.' This Licensing Authority will consider this licensing objective on a case by case basis. Should a practical definition prove possible in future then this policy statement will be updated with it, by way of a revision. This Authority will also make itself aware of the Codes of Practice which the Gambling Commission issues in relation to this licensing objective regarding specific premises such as casinos. In particular, this Authority is aware of SR code 3.5.6 and Ordinary Code 3.5.7 relating to self-exclusion from gambling premises. We expect licence holders to fully comply with these Codes.
- 10.24 Whilst there may be evidence that problem gamblers and their families are at risk of significant health and social problems such as mental illness, drug and alcohol misuse, relationship breakdown, criminal activity and financial difficulties, public health is not a licensing objective and therefore cannot be taken into account when deciding on applications. The Licensing Authority will, however, continue to liaise with public health colleagues about new and variation applications within the borough, so that we can both continue to monitor any increase in access to gambling opportunities for those at risk of problem gambling, and work jointly to ensure that appropriate measures are put in place to minimise that risk and support those seeking help.
- 10.25 Any conditions attached to licences will be proportionate and will be:
- relevant to the need to make the proposed building suitable as a gambling facility;
 - directly related to the premises and the type of licence applied for;
 - fairly and reasonably related to the scale, neighbourhood and type of premises; and
 - reasonable in all other respects.

The Gambling Act 2005 imposes a number of mandatory and default conditions on the different types of gambling licences. Decisions upon additional, individual conditions will be made on a case by case basis and only where there is clear evidence to support the need for additional conditions. There will be a number of measures this Licensing Authority will consider utilising should there be evidence to support the imposition of conditions, such as the use of door supervisors, appropriate signage for adult only areas etc. This Authority will also consider specific measures which may be required for buildings which are subject to multiple premises licences. Such measures may include the supervision of entrances, segregation of gambling from non-gambling areas frequented by children, and the supervision of gaming machines in non-adult gambling specific premises in order to pursue the licensing objectives. These matters are in accordance with the Gambling Commission's Guidance.

- 10.26 This Authority will also ensure that where category C or above machines are on offer in premises to which children are admitted:
- all such machines are located in an area of the premises which is separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
 - only adults are admitted to the area where these machines are located;
 - access to the area where the machines are located is supervised;
 - the area where these machines are located is arranged so that it can be observed by the staff or the licence holder; and
 - at the entrance to and inside any such areas there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

These considerations will apply to premises including buildings where multiple premises licences are applicable.

- 10.27 It is noted that because of restrictions imposed by the Gambling Act there are conditions which the Licensing Authority cannot attach to premises licences, which are:
- any condition on the premises licence which makes it impossible to comply with an operating licence condition;
 - conditions relating to gaming machine categories, numbers, or method of operation;
 - conditions which provide that membership of a club or body be required (the Gambling Act 2005 specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated); and
 - conditions in relation to stakes, fees, winning or prizes.
- 10.28 The Gambling Commission advises in its Guidance for Licensing Authorities that they may consider whether there is a need for door supervisors in terms of the licensing objectives of protection of children and vulnerable persons from being harmed or exploited by gambling, and also in terms of preventing premises becoming a source of crime. It is noted, though, that there is no requirement for 'in house' door supervisors at casinos or bingo premises to be licensed by the Security Industry Authority (SIA) through a specific exemption contained in Paragraph 17 of Schedule 16 to the Act. However, following clarification from the Department for Culture, Media and Sport (DCMS) and the Security Industry Authority (SIA), any contract staff employed in a Door Supervisor role will still be required to be licensed by the SIA.
- 10.29 For premises other than 'in house' staff employed at casinos and bingo premises, operators and Licensing Authorities may decide that supervision of entrances/machines

is appropriate for particular cases but it will need to be decided whether these need to be SIA licensed or not. It will not be automatically assumed that they need to be.

10.30 There is no evidence that the operation of betting offices has required door supervisors for the protection of the public. This Licensing Authority will make a door supervisor requirement only if there is clear evidence from the history of trading at the premises that the premises cannot be adequately supervised from the counter and that door supervision is both necessary and proportionate.

10.31 In relation to Adult Gaming Centres, this Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling. It is recommended that applicants provide means to satisfy the Authority that there will be sufficient measures to, for example, ensure that under 18 year olds do not have access to the premises. Such measures may cover issues such as:

- Proof of age schemes
- CCTV
- Supervision of entrances/machine areas
- Physical separation of areas
- Measures/training for staff on how to deal with suspected truanting school children on the premises and how to recognise signs of potential child sexual exploitation.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

10.32 In relation to (licensed) Family Entertainment Centres, this Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling. It is recommended that applicants are able to satisfy the Authority that, for example, there will be sufficient measures to ensure that under 18 year olds do not have access to any adult only gaming machine areas. Such measures may include:

- CCTV
- Supervision of entrances/machine areas
- Physical separation of areas
- Location of entry
- Notices/signage
- Specific opening hours
- Self-barring schemes
- Provision of information leaflets/helpline numbers for organisations such as GamCare and GambleAware.
- Measures/training for staff on how to deal with suspected truanting school children on the premises and how to recognise signs of potential child sexual exploitation.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

10.33 **No Casinos resolution** – At this time this Licensing Authority has not passed a ‘no casino/no additional casinos’ resolution under Section 166 of the Act, but is aware that it has the power to do so. Should the Licensing Authority decide in the future to pass such a resolution, this Statement of Gambling Policy will be updated with details of that resolution. Any such decision will be made by the Full Council.

10.34 Management of areas where category B and C gaming machines are located in gambling premises that admit children and young people

This Authority notes that the Gambling Commission's Guidance states in Paragraph 7.27 that:

For bingo and Family Entertainment Centre premises, it is a mandatory condition that under-18s should not have access to areas where category B and C gaming machines are located and this is achieved through further mandatory conditions that require the area to be:

- separated from the rest of the premises by a physical barrier which is effective to prevent access other than by an entrance designed for that purpose
- supervised at all times to ensure that under-18s do not enter the area, and supervised by either:
 - i. one or more persons whose responsibilities include ensuring that under-18s do not enter the areas
 - ii. CCTV monitored by one or more persons whose responsibilities include ensuring that under-18s do not enter the areas
- arranged in a way that ensures that all parts of the area can be observed.

A notice must be displayed in a prominent place at the entrance to the area stating that no person under the age of 18 is permitted to enter the area.

10.35 ***Betting machines in Betting Premises*** - This Licensing Authority will, as per the Gambling Commission's Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number and nature of betting machines an operator wants to offer. This Authority will consider limiting the number of machines only where there is evidence that such machines have been, or are likely to be, used in breach of the licensing objectives. Where there is such evidence this Authority may consider, when reviewing the licence, the ability of staff to monitor the use of such machines from the counter.

10.36 ***Betting Offices*** – This Licensing Authority will look closely at applications to re-site betting offices in the same locality or to extend premises in order to enhance the quality of facilities offered to the public who may wish to use them. The Authority will look at those applications sympathetically where there are no concerns that the Licensing Objectives will be adversely affected. The Authority will also take any complaints relating to the use of Fixed Odds Betting Machines (FOBTs) within Betting Shops extremely seriously and will expect operators to be fully compliant with Social Responsibility Codes 3.5, 3.7.1, 3.7.2 and Ordinary Code Provision 3.5.2.

10.37 This Licensing Authority recognises that certain bookmakers have a number of premises within its area. In order to ensure compliance issues are recognised and resolved at the earliest stage, the Licensing Authority will contact the Primary Authority for the business. Where there is no Primary Authority Partnership in place, operators are requested to give the Authority a single named point of contact, who should be a senior individual, and whom the Authority will contact first should any compliance queries or issues arise.

- 10.38 **Travelling Fairs** - It will fall to this Licensing Authority to decide whether, where category D machines and/or equal chance prize gaming without a permit are to be made available for use at travelling fairs, the statutory requirement that the facilities for gambling amount to no more than an ancillary amusement at the fair is met.

The Licensing Authority will also consider whether the applicant falls within the statutory definition of a travelling fair.

It has been noted that the 27-day statutory maximum for the land being used as a fair, is per calendar year, and that it applies to the piece of land on which the fairs are held, regardless of whether it is the same or different travelling fairs occupying the land. This Licensing Authority will work with its neighbouring authorities to ensure that land which crosses our boundaries is monitored so that the statutory limits are not exceeded.

- 10.39 **Provisional Statements** - This Licensing Authority notes the Guidance from the Gambling Commission which states that 'It is a question of fact and degree whether premises are finished to a degree that they can be considered for a premises licence' and that 'Requiring the building to be complete ensures that the authority could, if necessary, inspect it fully'.

The Gambling Act 2005 (Premises Licences and Provisional Statements) Regulations requires applications for Provisional Statements to be advertised in the same way as applications for Premises Licences. In terms of representations about premises licence applications, following the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless they concern matters which could not have been addressed at the provisional statement stage, or they reflect a change in the applicant's circumstances. In addition, the Authority may refuse the premises licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:

- (a) which could not have been raised by objectors at the provisional licence stage; or
- (b) which in the authority's opinion reflect a change in the operator's circumstances.

This Authority has noted the Gambling Commission's Guidance that 'A licensing authority should not take into account irrelevant matters.... One example of an irrelevant matter would be the likelihood of the applicant obtaining planning permission or building regulations approval for the proposal.'

- 10.40 **Reviews** - Requests for a review of a premises licence can be made by interested parties or responsible authorities, however, it is for the Licensing Authority to decide whether the review application is valid and/or whether it is appropriate to carry out the review, given the circumstances. This will be on the basis of whether the request for the review is relevant to the matters listed below, as well as consideration as to whether the request is frivolous, vexatious or will certainly not cause this Authority to wish to alter/revoke/suspend the licence, or whether it is substantially the same as previous representations or requests for review unless there is a material change in circumstances.

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;

- reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of gambling policy.

The Licensing Authority can also initiate a review of a licence on the basis of any reason which it thinks is appropriate in relation to the use of the premises.

- 10.41 The licensing authority expects all premises licence applications to specify opening hours. Particular attention will be paid to the opening hours for Adult Gaming Centres and Family Entertainment Centres which do not have opening hours specified as part of their mandatory conditions.

11. Permits and Temporary and Occasional Use Notices

- 11.1 Unlicensed Family Entertainment Centre gaming machine permits (Statement of Principles on Permits - Schedule 10 paragraph 7 to the Gambling Act 2005)

Where an operator does not hold a premises licence but wishes to provide gaming machines, an applicant may apply to the Licensing Authority for this permit. It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use (Section 238).

- 11.2 The Act states that a Licensing Authority may prepare a *statement of principles* that they propose to consider in determining the suitability of an applicant for a permit and in preparing this statement, and/or considering applications, it need not (but may) have regard to the licensing objectives, and shall have regard to any relevant guidance issued by the Commission under section 25(1). The Gambling Commission's Guidance for Licensing Authorities also states: 'In its policy statement, a licensing authority may include a statement of principles that it proposes to apply when exercising its functions in considering applications for permits. ..., licensing authorities may wish to give weight to matters relating to protection of children from being harmed, exploited by gambling or at risk of child sexual exploitation, and to ensure that staff supervision adequately reflects the level of risk to this group.' (24.8)

- 11.3 Guidance also states: '...An application for a permit may be granted only if the licensing authority is satisfied that the premises will be used as an unlicensed Family Entertainment Centre (FEC), and if the chief officer of police has been consulted on the application'. The Licensing Authority may also consider asking applicants to demonstrate:

- a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs
- that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act) and
- that employees are trained to have a full understanding of the maximum stakes and prizes. (24.9)

It should be noted that a Licensing Authority cannot attach conditions to this type of permit.

- 11.4 Statement of Principles – This Licensing Authority has not yet adopted a formal 'Statement of Principles' but will expect the applicant to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to

harm from gambling but includes wider child protection considerations, including the risk of child sexual exploitation. The efficiency of such policies and procedures will each be considered on their merits. They may include appropriate measures/training for staff as regards suspected truanting school children on the premises, measures/training covering how staff would deal with unsupervised very young children being on the premises, or children causing perceived problems on or around the premises. This Licensing Authority will also expect, as per Gambling Commission Guidance, that applicants demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs; that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act); and that staff are trained to have a full understanding of the maximum stakes and prizes.

11.5 (Alcohol) Licensed premises gaming machine permits - (Schedule 13 paragraph 4(1) to the Gambling Act 2005)

There is provision in the Act for premises licensed to sell alcohol for consumption on the premises to automatically have 2 gaming machines, of categories C and/or D. The premises merely need to notify the Licensing Authority. The Licensing Authority can remove the automatic authorisation in respect of any particular premises if:

- provision of the machines is not reasonably consistent with the pursuit of the licensing objectives;
- gaming has taken place on the premises that breaches a condition of section 282 of the Gambling Act (i.e. that written notice has been provided to the Licensing Authority, that a fee has been provided and that any relevant code of practice issued by the Gambling Commission about the location and operation of the machine has been complied with);
- the premises are mainly used for gaming; or
- an offence under the Gambling Act has been committed on the premises.

11.6 If a premises wishes to have more than 2 machines then it needs to apply for a permit and the Licensing Authority must consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission issued under Section 25 of the Gambling Act 2005, and '*such matters as they think relevant.*' This Licensing Authority considers that 'such matters' will be decided on a case by case basis, but generally there will be regard to the need to protect children and vulnerable persons from harm, being exploited by gambling, or those at risk of child sexual exploitation. This Authority will also expect the applicant to satisfy it that there will be sufficient measures to ensure that under-18-year-olds do not have access to the adult-only gaming machines. Measures which will satisfy the Authority that there will be no access may include the adult machines being in sight of the bar, or in the sight of staff who will monitor that the machines are not being used by those under 18. Notices and signage may also be helpful. As regards the protection of vulnerable persons, applicants may wish to consider the provision of information leaflets/helpline numbers for customers who may have a gambling addiction, from organisations such as GamCare and GambleAware.

It is recognised that some alcohol-licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would most likely need to be applied for, and dealt with as an Adult Gaming Centre premises licence.

It should be noted that the Licensing Authority can decide to grant the application with a smaller number of machines and/or a different category of machines than that applied for. Conditions other than these cannot be attached.

11.7 It should also be noted that the holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machines.

11.8 Prize Gaming Permits - (Statement of Principles on Permits - Schedule 14 paragraph 8 (3) to the Gambling Act 2005)

The Gambling Act 2005 states that a Licensing Authority may 'prepare a statement of principles that they propose to apply in exercising their functions under this Schedule' which 'may, in particular, specify matters that the licensing authority proposes to consider in determining the suitability of the applicant for a permit'.

This Licensing Authority has prepared a Statement of Principles in relation to Prize Gaming Permits which is that the applicant should set out the types of gaming that he or she is intending to offer and that the applicant should be able to demonstrate:

- that they understand the limits to stakes and prizes that are set out in Regulations;
- that the gaming offered is within the law;
- clear policies that outline the steps to be taken to protect children from harm;
- that they have measures in place to prevent child sexual exploitation
- that they meet the objective of carrying out gambling openly and fairly; and,
- that the premises are mainly or wholly used for gambling purposes.

11.9 In making its decision on an application for this permit the Licensing Authority does not need to have regard to the licensing objectives but must have regard to any Gambling Commission guidance.

11.10 It should be noted that there are conditions in the Gambling Act 2005 with which the permit holder must comply, but that the Licensing Authority cannot attach any further conditions. The conditions in the Act are:

- the limits on participation fees, as set out in regulations, must be complied with;
- all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played;
- the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
- participation in the gaming must not entitle the player to take part in any other gambling.

11.11 Club Gaming and Club Machines Permits

Members Clubs and Miners' Welfare Institutes (but not Commercial Clubs) may apply for a Club Gaming Permit or a Clubs Gaming machines permit. The Club Gaming Permit will enable the premises to provide gaming machines (3 machines of categories B, C or D), equal chance gaming and games of chance as set-out in forthcoming regulations. A Club Gaming machine permit will enable the premises to provide gaming machines (3 machines of categories B, C or D).

- 11.12 The Licensing Authority has to satisfy itself that the club meets the requirements of the Act to obtain a club gaming permit. In doing so it will take account of a number of matters as outlined in sections 25.45 to 25.49 of the Gambling Commission's Guidance. These include the constitution of the club, the frequency of gaming, and ensuring that there are more than 25 members. The club must be conducted 'wholly or mainly' for purposes other than gaming, unless the gaming is permitted by separate regulations. The Secretary of State has made regulations and these cover bridge and whist clubs.
- 11.13 The Commission Guidance also notes that 'licensing authorities may only refuse an application on the grounds that:
- the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which it has applied;
 - the applicant's premises are used wholly or mainly by children and/or young persons;
 - an offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities;
 - a permit held by the applicant has been cancelled in the previous ten years; or
 - an objection has been lodged by the Commission or the police.'
- 11.14 There is also a 'fast-track' application procedure available under the Act for premises which hold a Club Premises Certificate under the Licensing Act 2003 (Schedule 12 paragraph 10). It should be noted that commercial clubs cannot hold club premises certificates under the Licensing Act 2003 and so cannot use the fast-track procedure. As the Gambling Commission's Guidance for Licensing Authorities states: 'Under the fast-track procedure there is no opportunity for objections to be made by the Commission or the police, and the ground upon which an authority can refuse a permit are reduced.' and 'grounds on which an application under the process may be refused are:
- that the club is established primarily for gaming, other than gaming prescribed under schedule 12;
 - that in addition to the prescribed gaming, the applicant provides facilities for other gaming; or
 - that a club gaming permit or club machine permit issued to the applicant in the last ten years has been cancelled.'

There are statutory conditions on club gaming permits that no child uses a category B or C machine on the premises and that the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

11.15 Temporary Use Notices (TUN)

There are a number of statutory limits as regards temporary use notices. It is noted that the Gambling Commission Guidance states that 'The meaning of 'premises' in part 8 of the Act is discussed in Part 7 of this guidance. The definition of 'a set of premises' will be a question of fact in the particular circumstances of each notice that is given. In considering whether a place falls within the definition, licensing authorities will need to look at, amongst other things, the ownership/occupation and control of the premises. For example, a large exhibition centre with a number of exhibition halls may come within the definition of 'premises'. A TUN should not then be granted for 21 days in respect of each of its exhibition halls. In relation to other covered areas, such as shopping centres, the Licensing Authority will need to consider whether different units are in fact different 'sets

of premises', given that they may be occupied and controlled by different people. This Licensing Authority expects to object to notices where it appears that their effect would be to permit regular gambling in a number of sections of one building so that the whole place that could be described as one set of premises.

The Licensing Authority can only grant a Temporary Use Notice to a person or company holding a relevant operating licence, i.e. a non-remote casino operating licence. The Secretary of State has the power to determine what form of gambling can be authorised by Temporary Use Notices, and at the time of writing this Statement the relevant regulations (Statutory Instrument number 2007/3157: The Gambling Act 2005 (Temporary Use Notices) Regulations 2007) state that Temporary Use Notices can only be used to permit the provision of facilities for equal chance gaming, where the gaming is intended to produce a single winner, which in practice means poker tournaments.

11.16 Occasional Use Notices:

This notice allows for betting on a track without the need for a premises licence on 8 days or less in a calendar year. The Licensing Authority has very little discretion as regards these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. This Licensing Authority will consider the definition of a 'track' and whether the applicant is permitted to avail him/herself of the notice.

12. Small Society Lotteries

12.1 Under the Act, a lottery is unlawful unless it runs with an operating licence or is an exempt lottery. The Licensing Authority will register and administer small society lotteries (as defined). Promoting or facilitating a lottery will fall within 2 categories:

- licensed lotteries (requiring an operating licence from the Gambling Commission); and
- exempt lotteries (including small society lotteries registered by the Licensing Authority)

12.2 Exempt lotteries are lotteries permitted to run without a licence from the Gambling Commission and these are:

- small society lotteries
- incidental non-commercial lotteries
- private lotteries
- private society lotteries
- work lotteries
- residents' lotteries
- customer lotteries

12.3 Societies may organise lotteries if they are licensed by the Gambling Commission or fall within the exempt category. The Licensing Authority recommends those seeking to run lotteries take their own legal advice on which type of lottery category they fall within. Guidance notes on small society lotteries, limits placed on them and information setting out financial limits can be found on the Council's web-site at:

<https://www.rbkc.gov.uk/other-licences-and-registration/lottery-registration>

or by contacting the Licensing Team on 020 7341 5152 or by email at licensing@rbkc.gov.uk.

- 12.4 Applicants for registration of small society lotteries must apply to the Licensing Authority in the area where their principal office is located. Where the Licensing Authority believes that the society's principal office is situated in another area it will inform the society as soon as possible and where possible, will inform the other Licensing Authority.
- 12.5 Lotteries will be regulated through a licensing and registration scheme, conditions imposed on licences by the Gambling Commission, codes of practice and any guidance issued by the Gambling Commission. In exercising its functions with regard to small society and exempt lotteries, the Licensing Authority will have due regard to the Gambling Commission's guidance.
- 12.6 The Licensing Authority will keep a public register of all applications and will provide information to the Gambling Commission on all lotteries registered by the Licensing Authority. As soon as the entry on the register is completed, the Licensing Authority will notify the applicant of his registration. In addition, the Licensing Authority will make available for inspection by the public the financial statements or returns submitted by societies in the preceding 18 months and will monitor the cumulative totals for each society to ensure the annual monetary limit is not breached. If there is any doubt, the Licensing Authority will notify the Gambling Commission in writing, copying this to the Society concerned. The Licensing Authority will accept society lottery returns either manually but preferably electronically by emailing: licensing@rbkc.gov.uk
- 12.7 The Licensing Authority will refuse applications for registration if in the previous five years, either an operating licence held by the applicant for registration has been revoked, or an application for an operating licence made by the applicant for registration has been refused. Where the Licensing Authority is uncertain as to whether or not an application has been refused, it will contact the Gambling Commission to seek advice.
- 12.8 The Licensing Authority may refuse an application for registration if in their opinion:
- the applicant is not a non-commercial society;
 - a person who will or may be connected with the promotion of the lottery has been convicted of a relevant offence; or
 - information provided in or with the application for registration is false or misleading.
- 12.9 The Licensing Authority will ask applicants to set out the purposes for which the society is established and will ask the society to declare that they represent a bona fide non-commercial society and have no relevant convictions. The Licensing Authority may also seek further information from the society.
- 12.10 Where the Licensing Authority intends to refuse registration of a society, it will give the Society an opportunity to make representations and will inform the Society of the reasons why it is minded to refuse registration, and supply evidence on which it has reached that preliminary conclusion.
- 12.11 The Licensing Authority may revoke the registered status of a society if it thinks that it would have had to, or would be entitled to, refuse an application for registration if it were

being made at that time. However, no revocations will take place unless the society has been given the opportunity to make representations. The Licensing Authority will inform the society of the reasons why it is minded to revoke the registration and will provide an outline of the evidence on which it has reached that preliminary conclusion.

- 12.12 Where a society employs an external lottery manager, it will need to satisfy itself that the manager holds an operator's licence issued by the Gambling Commission, and the Licensing Authority will expect this to be verified by the society.

13. OTHER INFORMATION

- 13.1 **Equalities Implications** - Section 149 of the Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; to advance equality of opportunity; and to foster good relations between persons with different protected characteristics. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The Royal Borough has an Equal Opportunities Policy and this revised Statement of Gambling Policy will be monitored for any adverse impact on the promotion of opportunities for all.

- 13.2 Legal Implications - **Review of the Statement of Gambling Policy** - Under the Gambling Act 2005, the Licensing Authority must carry out a review of its Gambling Policy every three years. That review needs to be consulted on and the Council needs to consider whether it is appropriate to make any revisions to the draft Policy before the Policy is formally approved by full Council. In accordance with the Act, the Licensing Authority intends to carry out a further full review of its Policy no later than 2027 and, prior to publishing the revised version, it intends to consult fully with those groups and individuals who were consulted in relation to this version, as well as any other persons or groups who may be considered relevant at that time.

In addition, within the three year period the Licensing Authority will review its Statement of Gambling Policy whenever it feels that relevant issues have arisen - for example, if any further significant amendments are made to the Gambling Act 2005, Guidance or Codes of Practice.

- 13.3 **Email Alerts** - If you are interested in being notified about new applications you can [register on our website](#) for licensing application email alerts and receive regular updates about applications in your area. A MyRBKC account is required.

Any website links within this document that do not work will be updated or removed.

Appendix A: Glossary of Terms

Default Conditions - Conditions that will apply through Statute unless the Licensing Authority decide to exclude them. This may apply to all Premises Licences, to a class of Premises Licence or Licences for specified circumstances.

Casino Premises Licence Categories - a) Regional Casino Premises Licence b) Large Casino Premises Licence c) Small Casino Premises Licence d) Casinos permitted under transitional arrangements.

Child - Individual who is less than 16 years old.

Code of Practice: Means any relevant code of practice under section 24 of the Gambling Act 2005

Lottery - An arrangement where 1) persons are required to pay to participate in the arrangement 2) in the course of the arrangement, one or more prizes are allocated to one or more members of a class 3) the prizes are allocated by a series of processes, and 4) the first of those processes relies wholly on chance.

Exempt Lotteries - Lotteries specified in the Gambling Act as permitted to be run without a licence from the Gambling Commission. There are 4 types:

- Small Society Lottery (required to register with Licensing Authorities).
- Incidental Non-Commercial Lotteries e.g. raffle at a dance/church fair
- Private Lotteries e.g. raffle at a student hall of residence
- Customer Lotteries e.g. supermarket holding a hamper raffle

External Lottery Manager - An individual, firm or company appointed by the Small Lottery Society to manage a lottery on their behalf. They are consultants who generally take their fees from the expenses of the lottery.

Large Lottery - Where the total value of tickets in any one lottery exceeds £20,000 OR tickets in separate lotteries in one calendar year exceed £250,000. This requires an Operating Licence.

Licensing Committee - A committee of 10 to 15 Councillors appointed by the Council to represent the Licensing Authority in Gambling matters.

Licensing Sub Committee - A sub-committee of members appointed from the Licensing Committee to whom the functions of the licensing committee can be delegated under the Act to determine applications.

Mandatory Conditions - Conditions that must be attached to a licence. This may apply to all Premises Licences, to a class of Premises Licence or licences for specified circumstances.

Operating Licences - Licences to permit individuals and companies to provide facilities for certain types of gambling. They may authorise remote or non-remote gambling.

Personal Licence - Formal authorisation to individuals who control facilities for gambling or are able to influence the outcome of gambling. These cannot be held by companies.

Premises Licence - Licence to authorise the provision of gaming facilities on casino premises, bingo premises, betting premises, including tracks, adult gaming centres and some family entertainment centres.

Premises - Premises is defined in the Act as 'any place'. Different premises licences cannot apply in respect of single premises at different times. However, it is possible for a single building to be subject to more than one premises licence, provided they are for different parts of the building and the different parts of the building can be reasonably regarded as being different premises. Whether different parts of a building can properly be regarded as being separate premises will always be a question of fact in the circumstances. However, the Gambling Commission does not consider that areas of a building that are artificially or temporarily separate can be properly regarded as different premises.

Primary Authority – Where a chain of businesses and a specific Local Authority agree, that Authority becomes the 'Primary Authority' for those businesses. The authority will ensure consistent regulation, improving the professionalism of front-line regulators, and giving businesses a say in their regulation. Where another Local Authority has concerns about compliance issues, it must refer to the Primary Authority for directions.

Private Lotteries - 3 Types of Private Lotteries:

- Private Society Lotteries – tickets may only be sold to members of the Society or persons who are on the premises of the Society
- Work Lotteries – the promoters and purchasers of tickets must all work on a single set of work premises
- Residents' Lotteries – promoted by, and tickets may only be sold to, people who live at the same set of premises;
- Prize Gaming - Where the nature and size of the prize is not determined by the number of people playing or the amount paid for or raised by the gaming. The prizes will be determined by the operator before play commences.

Provisional Statement - Where an applicant can make an application to the Licensing Authority in respect of premises that he:

- expects to be constructed
- expects to be altered
- expects to acquire a right to occupy.

Small Lottery - Where the total value of tickets in a single lottery is £20,000 or less and the aggregate value of the tickets in a calendar year is £250,000 or less.

Small Society Lottery - A lottery promoted on behalf of a non-commercial society, i.e. lotteries intended to raise funds for good causes.

Temporary Use Notice - To allow the use of premises for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling.

Vehicles - Defined as trains, aircraft, sea planes and amphibious vehicles other than hovercraft. No form of commercial betting and gaming is permitted.

Appendix B: Delegation of Functions

Matter to be dealt with	Full Council	Sub-committee of Licensing Committee	Officers
Final approval of 3 year Licensing Policy	X		
Policy not to permit casinos	X		
Fee setting (when appropriate)		X	
Application for premises licence		Where representations have been received and not withdrawn	Where no representations received/ Representations have been withdrawn
Application for a variation to a licence		Where representations have been received and not withdrawn	Where no representations received/ Representations have been withdrawn
Application for a transfer of a licence		Where representations have been received and not withdrawn	Where no representations received/ Representations have been withdrawn
Application for a provisional statement		Where representations have been received and not withdrawn	Where no representations received/ Representations have been withdrawn
Review of a premises licence		X	
Application for a club gaming/club machine permit		Where representations have been received and not withdrawn	Where no representations received/ Representations have been withdrawn
Cancellation of a club gaming/club machines permit		X	

Applications for other permits			X
Cancellation of licensed premises gaming machine permits			X
Consideration of temporary use notice			X
Decision to give a counter notice to a temporary use notice		X	

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Appendix C: Categories of Gaming Machines

CATEGORIES OF GAMING MACHINE

CATEGORY MAXIMUM STAKE MAXIMUM PRIZE

These stakes and prizes are subject to change by Central Government

Machine category	Maximum stake (from April 2019)	Maximum prize (from January 2014)	Allowed premises
A	Unlimited	Unlimited	No Category A gaming machines are currently permitted.
B1	£5	£10,000 (with the option of a maximum £20,000 linked progressive jackpot on a premises basis only)	Large Casino, Small Casino, Pre-2005 Act Casino and Regional Casinos
B2	£2	£500	Betting premises and tracks occupied by pool betting and all of the above
B3	£2	£500	Bingo premises, Adult gaming centre and all of the above
B3A	£2	£500	Members' club or Miners' welfare institute only
B4	£2	£400	Members' club or Miners' welfare club, commercial club and all of the above.
C	£1	£100	Family entertainment centre (with Commission operating licence), Qualifying alcohol licensed premises (without additional gaming machine permit), Qualifying alcohol licensed premises (with additional LA gaming machine permit) and all of the above.
D money prize	10p	£5	Travelling fairs, unlicensed (permit) Family entertainment centre and all of the above

Machine category	Maximum stake (from April 2019)	Maximum prize (from January 2014)	Allowed premises
D non-money prize (other than crane grab machine)	30p	£8	All of the above.
D non-money prize (crane grab machine)	£1	£50	All of the above.
D combined money and non-money prize (other than coin pusher or penny falls machines)	10p	£8 (of which no more than £5 may be a money prize)	All of the above.
D combined money and non-money prize (coin pusher or penny falls machine)	20p	£20 (of which no more than £10 may be a money prize)	All of the above.

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Appendix D: USEFUL CONTACTS

If you wish to make any comments on the Royal Borough of Kensington and Chelsea's Gambling Policy or if you want further information regarding the Gambling Act 2005 please contact:

The Licensing Team Manager
The Royal Borough of Kensington and Chelsea
37 Pembroke Road
London
W8 6PW

Telephone: 020 7341 5152
Email: licensing@rbkc.gov.uk

Information is also available from:

The Department for Digital, Culture, Media and Sport
100 Parliament Street
London
SW1A 2BQ

Internet: www.culture.gov.uk
Email: gambling@culture.gov.uk
The Gambling Act can be viewed at:

<http://www.legislation.gov.uk/all?title=Gambling%20Act%202005>

The Gambling Commission's Guidance can be viewed at:

<http://www.gamblingcommission.gov.uk/for-licensing-authorities/GLA/Guidance-to-licensing-authorities.aspx>

The Metropolitan Police Licensing Officer can be contacted regarding gambling issues within the Royal Borough of Kensington and Chelsea on:

Email: AWMailbox.licensing@met.police.uk

RESPONSIBLE AUTHORITY CONTACTS

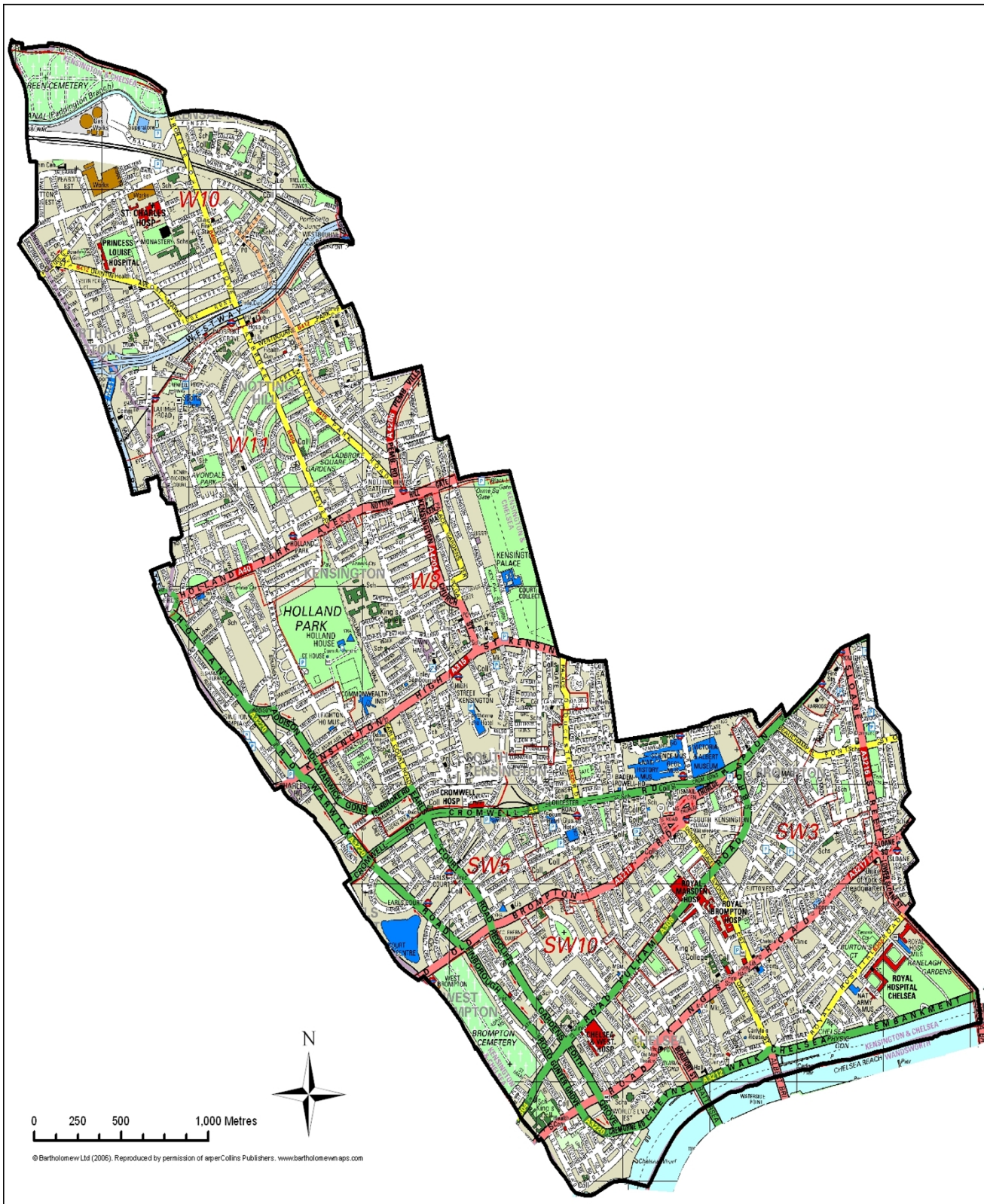
- 1) The Licensing Authority
Royal Borough of Kensington and Chelsea
The Licensing Team
37 Pembroke Road
London W8 6PW
licensing@rbkc.gov.uk
- 2) The Gambling Commission
4th Floor
Victoria Square House
Victoria Square
Birmingham B2 4BP
licensing@gamblingcommission.gov.uk
- 3) Metropolitan Police Licensing Office
C/o Council Offices
37 Pembroke Road
London W8 6PW
AWMailbox.licensing@met.police.uk
Please note that Council staff do not have authority to accept service of documents on behalf of the Metropolitan Police
- 4) The Fire Authority:
Licensing Administrator
LFEPA, Fire Safety Regulation
South West Area 4
169 Union Street
London SE1 0LL
FSR-AdminSupport@london-fire.gov.uk
- 5) The Planning Authority:
Royal Borough of Kensington and Chelsea
Team Leader
Planning Enforcement
Planning Department
The Town Hall
Hornton Street
London W8 7NX
planning@rbkc.gov.uk
- 6) The Authority which has functions in relation to pollution to the environment:
The Team Manager
Noise and Nuisance Team
Royal Borough of Kensington and Chelsea
37 Pembroke Road
London W8 6PW
noise@rbkc.gov.uk
- 7) The Authority which has functions in relation to harm to human health:

The Team Manager
Health and Safety Team
Royal Borough of Kensington and Chelsea
37 Pembroke Road
London W8 6PW
Dehhs@rbkc.gov.uk

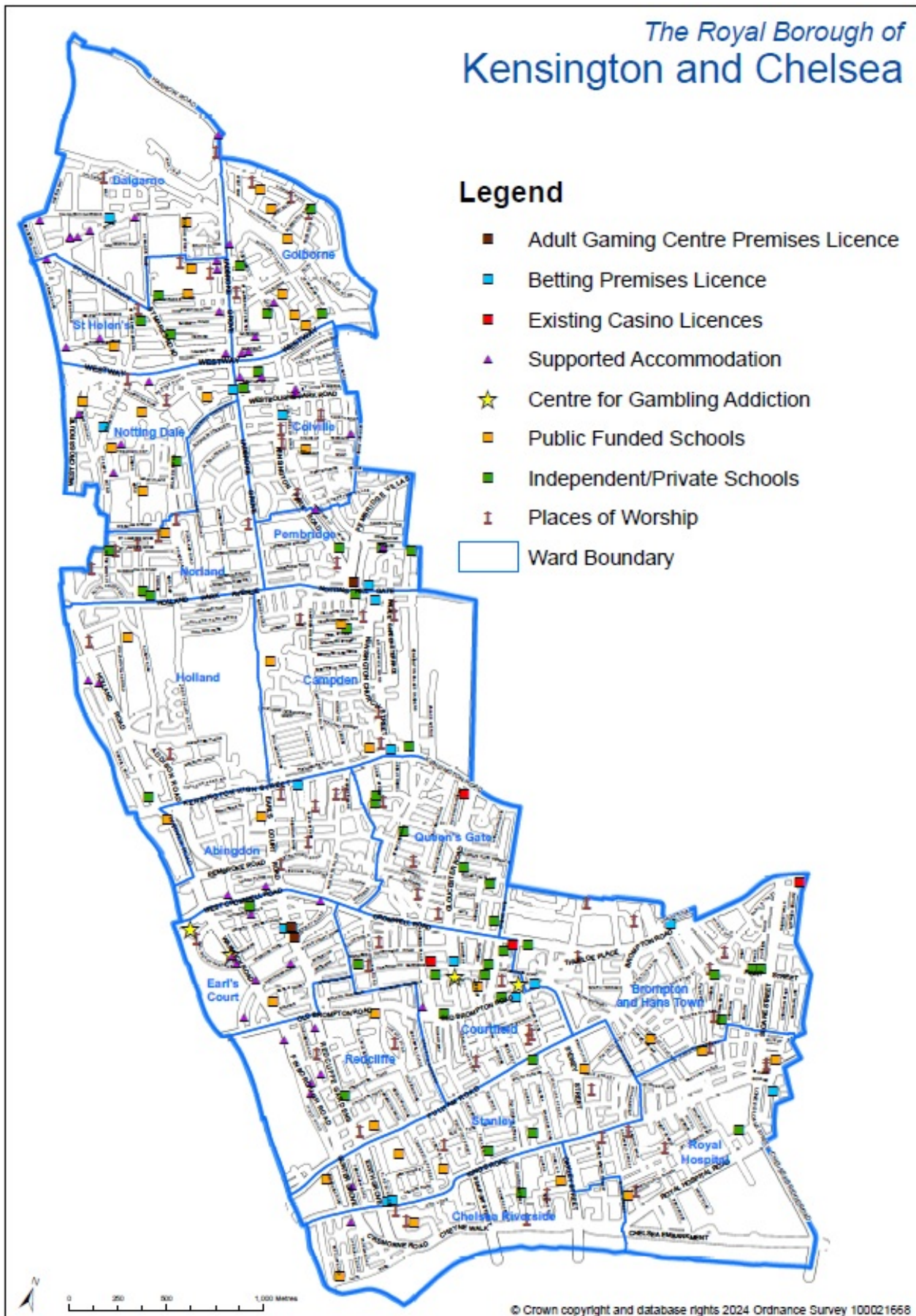
- 8) Officer competent to advise about the protection of children from harm:
Angela Flahive, Head of Safeguarding, Review and Quality Assurance
Room 242, Kensington Town Hall,
Hornton Street, London W8 7NX
angela.flahive@rbkc.gov.uk
- 9) HM Revenue and Customs
Excise Processing Team
BX9 1GL
nru.betting&gaming@hmrc.gsi.gov.uk

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Appendix E: Map of the Royal Borough of Kensington and Chelsea



Appendix F: Maps of The Royal Borough of Kensington and Chelsea to assist with Local Area Profiles (October 2024)



Trading Name	Location of Premises
Admiral	Ground Floor, 153 Earl's Court Road, SW5 9RQ
Betfred	Ground Floor, 39 Bramley Road, W10 6SZ
Formerly Palace gate Casino	1A Palace Gate, W8 5LS
FortyFive Kensington	43-45 Cromwell Road, SW7 2EF
Grosvenor Casinos Ltd	Basement, 4-18 Harrington Gardens, SW7 4LJ
Grosvenor Casinos Ltd (Electric Casino)	Basement, 4-18 Harrington Gardens, SW7 4LJ
Ladbroke's	6 Blenheim Crescent, W11 1NN
Ladbroke's Betting	Ground Floor, 155 Earl's Court Road, SW5 9RQ
Ladbroke's Betting	71 Old Brompton Road, SW7 3JS
Ladbroke's Betting	62 Notting Hill Gate, W11 3HT
Ladbrokes	Basement, 113-115 Gloucester Road, SW7 4ST
Ladbrokes	Ground Floor, 6 Kensington Church Street, W8 4EP
Ladbrokes Betting and Gaming Limited	4 Holbein Place, SW1W 8NP
Paddy Power	209 Kensington High Street, W8 6BD
Paddy Power	500 King's Road, SW10 0LE
Paddy Power	131 Ladbroke Grove, W11 1PN
Park Tower Casino	Sheraton Park Tower, 101 Knightsbridge, SW1X 7RQ
Silvertime	Ground Floor, 169 Earl's Court Road, SW5 9RF
The Winning Line	10 Pembridge Road, W11 3HL
William Hill	32 Old Brompton Road, SW7 3DL
William Hill	67 Barlby Road, W10 6AW
William Hill	504-506 King's Road, SW10 0LD
William Hill	200 Kensington Church Street, W8 4DP
William Hill	170 Brompton Road, SW3 1HW
William Hill Organisation	190 Earl's Court Road, SW5 9QG

(ASB) across 12 months

From 24 June 2023 to 23 June 2024

Red - High Volume of ASB

Orange – Medium Volume of ASB

Yellow – Low Volume of ASB



Appendix G: List of Consultees

In addition to various internal Council Departments, statutory consultees and premises licenced to provide gambling in this Borough, the following individuals and organisations were sent a copy to the Royal Borough of Kensington and Chelsea's Draft Statement of Gambling Policy and invited to comment on the contents.

NAME

RBKC Website

RBKC Consultation Hub

All Members of the Council

RBKC Residents' Associations

Premises licensed within RBKC under the
Gambling Act 2005

Community Groups

Faith and Multi Faith Groups

Poppleston Allen Solicitors

Woods Whur Solicitors (London)

British Institute of Innkeeping (Bii)

British Amusement Catering Trade
Association (BACTA)

National Casino Industry Forum

Association of British Bookmakers

British Beer and Pub Association

The Bingo Association Limited

Genting Casinos UK Ltd.

Grosvenor Casinos Limited

Silvertime Casinos Ltd.

GamCare

Power Leisure Bookmakers Limited (t/a
Paddy Power)

Coral Racing Limited

Ladbrokes Betting & Gaming Limited

William Hill Organization Ltd

Done Brothers (Cash Betting) Ltd T/A
Betfred

The Chair of the RBKC Safeguarding
Adults Executive Board

Local Chamber of Commerce

Director of Public Health

Remote Gambling Association

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APPENDIX 3

STATEMENT OF GAMBLING POLICY SGP (SGP 2025 - 2028)

RECORD OF RESPONSES TO PUBLIC CONSULTATION 5 JULY 2024 TO 18 AUGUST 2024

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
Respondent 1 - Chairman, EF Education	Gambling premises are terrible for the economy. The number of gambling companies allowed in RBKC and especially Earl's Court Road should be limited.	No	No	<p>The suggestion conflicts with Section 153 (aim to permit) of the Gambling Act 2005. The approach to determining the application relevant to gambling is in section 153. The aim to permit creates a presumption in <u>favour of granting premises licences</u>:</p> <p>"In exercising their functions under this Part, a licensing authority shall <u>aim to permit</u> the use of premises for gambling insofar as the authority thinks it is:</p> <ul style="list-style-type: none"> a. In accordance with the relevant code of practice issued by the Gambling Commission. b. In accordance with the guidance issued by the Commission c. Reasonably consistent with the licensing objectives (Subject to (a) and (b)) d. In accordance with the authority's statement of gambling policy (Subject to (a) and (b))" <p>The duty is on the licensing authority to exercise their powers, so far as it is lawfully possible, to achieve a position in which they</p>

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
				<p>can grant the premises licence and therefore permit the premises to be used for gambling.</p> <p>A policy in contravention of sec 153 would be unlawful and at risk of legal challenge by way of a Judicial Review.</p>
Respondent 2 - Resident (KF)	<p>Respondent lives near a previous gambling premises which was shut down. The site has seen multiple (often violent) disturbances which put local residents at risk, and these have disappeared since closure. Respondent is arguing for the removal of all gambling businesses from the area for the sake of public health and safety.</p> <p>Respondent has also said that the council should care about the welfare of its residents rather than just promoting the interests of businesses.</p>	Yes	No	<p>It is not known which establishment the respondent is referring to, when the establishment ceased operating nor the dates these incidents occurred. The Police are deemed responsible authorities under the Gambling Act and as such were asked for comments to this latest revision of the Gambling Policy. A copy of their response is attached as Appendix B.</p> <p>The Licensing Authority also has no records of these disturbances so cannot provide further clarification nor confirm whether these disturbances were attributable to this specific venue.</p> <p>A gambling licence once granted, lasts indefinitely unless one of the following occurs:</p>

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
				<ul style="list-style-type: none"> the licence is time limited the licence is revoked following a review application the licence lapses due to death, mental incapacity or insolvency of the individual that holds the licence or in the case of a company is dissolved the voluntary surrender of the premises licence the licence is revoked due to the non-payment of the annual fee <p>At any stage, following the grant of a premises licence, a responsible authority, such as the police or the fire authority, or other party, such as a resident, may ask the Licensing Authority to review the licence if they consider that the licensing objectives are not being met.</p> <p>It is noted that no applications for review have been received for any gambling premises. Licensing Enforcement Officers can also confirm that they have not been involved with any forced closures of a gambling premises.</p> <p>Sections 5-8 of the SGP sets out how the Licensing Authority will carry out its statutory duties in ensuring that:</p>

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
				<ul style="list-style-type: none"> gambling premises are not a source of crime and disorder, associated with crime and disorder, or used to support crime gambling is conducted in a fair and open way children and other vulnerable are protected from being harmed or exploited by gambling
Respondent 3 - Review (MB)	Respondent is concerned over the number of gaming and gambling shops around Earl's Court. Respondent also states that this is not the environment in which she wishes to raise her children and having 2 or 3 gambling venues in less than 300m is not acceptable and attracts anti social behaviour.	Not applicable	Not applicable	<p>The Police are deemed responsible authorities under the Gambling Act and as such were asked for comments to this latest revision of the Gambling Policy. A copy of their response is attached as Appendix B.</p> <p>As mentioned in the response to Respondent 1, the approach to determining the application relevant to gambling is in section 153. The aim to permit creates a presumption in <u>favour of granting premises licences</u>:</p> <p>"In exercising their functions under this Part, a licensing authority shall <u>aim to permit</u> the use of premises for gambling insofar as the authority thinks it is reasonably consistent with the licensing objectives and the other paraments set out</p>

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
				<p>above.</p> <p>Sections 5-8 of the SGP sets out how the Licensing Authority will carry out its statutory duties in ensuring that:</p> <ul style="list-style-type: none"> • gambling premises are not a source of crime and disorder, associated with crime and disorder, or used to support crime • gambling is conducted in a fair and open way • children and other vulnerable persons are protected from being harmed or exploited by gambling <p>The Licensing Authority is not aware nor been informed of any crimes or anti-social behaviour being linked to these specific gambling premises.</p>
Respondent 4 - Resident (AK)	These institutions lead to anti social behaviour.	Yes	No	Please see responses to Respondents 2 & 3.
	There are plenty of online avenues to gamble so physical presence should be reduced .	No	No	Please see response to Respondent 1.
	A limit on the number of gambling stores per street or density per 500m. There should not be instances like	No	No	These are not matters that can be considered by the Licensing Authority when making its decision nor matters which can

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
	<p>in Earl's Court where there are 4 gambling places right in front of each other. They should not operate 24 hrs - why give them that privilege?</p> <p>Make their store fronts generic like cigarette packaging so at least they are aesthetically not loud.</p>	No	No	<p>be included within the SGP. Such issues could be addressed when planning permission is being sought.</p> <p>This is not a matter that can be considered by the Licensing Authority when making its decision nor matters which can be included within the SGP. The advertising of gambling products and services must be undertaken in a socially responsible manner and must comply with the UK Advertising Codes issued by the Committees of Advertising Practice (CAP) and administered by the Advertising Standards Authority (ASA).</p>
Respondent 5 - Resident (AC)	Such Gambling/gaming is equally a socially undesirable activity because it often becomes addictive, compulsive behaviour - leading to financial losses well in excess of those affordable by so many adherents. It is an expensive and often unaffordable compulsion, leading to crime being committed in order to	Yes	No	Please see responses to Respondents 1-4 above.

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
	<p>generate cash to feed the habit. The arcades along Earl's Court Road are fed directly with cash derived from begging, drug dealing, prostitution and petty crime committed against residents.</p> <p>Earl's Court is the location of a considerable amount of hostel accommodation and social housing. A significant proportion of the latter is occupied by those who are both income and socially deprived. The ready availability of gaming facilities on Earl's Court Road (especially of the arcade/automated variety) directly feeds social deprivation - as money that ought to be spent on meeting basic needs is instead gambled away.</p>	Yes	No	<p>As mentioned in 10.14 of the SGP, this Authority will pay particular attention to applications for the new grant of, or variations to existing, premises licences where those premises lie within areas with a concentration of schools, ASB, hostels/homes for vulnerable people and centres for people with a gambling addiction. Applicants are expected to fully explain in their applications how their proposal will not exacerbate any problems to individuals living in the vicinity, particularly in relation to children, young persons and vulnerable people. Applicants will be expected to tailor their application, and have policies, procedures and control measures to mitigate any risks. They should have the appropriate numbers of trained staff, and propose licence conditions, to cater for the local area in which they propose to run their business.</p> <p>The Licensing authority takes their</p>

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
				<p>responsibility under the Gambling Act, code of practice issued by the Gambling Commission, Guidance and Statement of Licensing Policy seriously and will work with operators and other parties to ensure the licensing objectives are promoted. Namely:</p> <ul style="list-style-type: none"> a. Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime. b. Ensuring that gambling is completed in a fair and open way, and c. Protecting children and other vulnerable persons from being harmed or exploited by gambling <p>It is expected that operators will risk assess the effect of their operation on the licensing objectives and this may include a commitment to support referral organisations. This will be taken into consideration by the local authority when determining applications.</p>
	Much of the anti-social behaviour around the Earl's Court Road entrance to Earl's Court Underground Station and its immediate environs can be attributed to the gaming establishments along Earl's Court Road. The	Yes	No	Please see above.

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
	<p>newspaper vendors outside the station have a wealth of anecdotes concerning those whom they have seen aggressively begging outside the station ('for food') then entering the gaming establishments to fritter away the money they have persuaded others to give.</p> <p>RBKC's officers are more concerned by the 'rights' of the operators of gaming establishments to function within the Earl's Court area, than they are with deterrence, frustration and prevention of desperately anti-social activities, which are indirectly responsible for heaping misery on ALL residents. This is through poverty, desperation for cash and related anti-social activities.</p> <p>There is NO benefit to the residents nor commerce of Earl's Court Road in permitting these gaming establishments to function.</p>	<p>Yes</p> <p>No</p>	<p>No</p> <p>No</p>	<p>Please see above.</p> <p>Please see response to Respondent 1.</p>

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
	<p>Residents would overwhelmingly prefer that there were none along Earl's Court Road - and certainly, any expansion in their number would be utterly unwelcome.</p> <p>The writer would like RBKC to refuse 'change of use' applications where gaming establishments are concerned and to refuse licences to additional gaming establishments in the Earl's Court Area. The respondent would prefer there to be no gaming establishments in Earl's Court - but certainly no more, if those present are there to stay. RBKC has the power to prevent concentration of particular types of businesses/ establishments.</p> <p>(7) The Earl's Court Action Plan has been widely publicised by RBKC and the governing political party too. This plan is intended to improve the built</p>	<p>No</p> <p>Yes</p>	<p>No</p> <p>Yes</p>	<p>This is a matter for Planning and as such a copy of the respondent's correspondence has been supplied to the relevant planning department.</p> <p>An additional bullet point with the wording "any local action plans in operation" has been added to Paragraph 10.17 of the Draft SGP. Applicants will be expected to tailor their local risk assessments to incorporate any local action plans and mitigate any</p>

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
	<p>environment and also the commercial environment - especially along Earl's Court Road. The Plan's implementation is further intended to reduce and eventually to eliminate anti-social behaviour in the area. To approve the presence of yet more gaming establishments - or the removal of existing ones to more prominent locations - will utterly undermine all the objectives of the Plan and would therefore be entirely inconsistent with them.</p> <p>RBKC should use every power at its disposal to deter (and indeed prevent) the presence of further gaming establishments in Earl's Court - especially of the 'arcade' variety.</p>	No	No	<p>additional risks highlighted within the respective plan.</p> <p>Please see response to Respondent 1.</p>
Respondent 6 - GamCare	Local authorities can play a greater role in reducing gambling harm, particularly for those of our clients who	Yes	No	The Licensing authority takes their responsibility under the Gambling Act, code of practice issued by the Gambling Commission, Guidance and Statement of

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
	<p>experience harm in land-based gambling venues, due to council's licensing responsibilities.</p> <p>It is vital that Royal Borough of Kensington and Chelsea Council develops a local picture of the level of gambling harms, in order to best target resources and tailor service provision. This could be achieved by gathering data from the National Gambling Helpline, as well as those already providing services in the area.</p> <p>Building on the proactive approach the council is already taking, we would like to see Royal Borough of Kensington and Chelsea Council commit in its statement of principles to a public health approach to gambling.</p> <p>This commitment should</p>	Yes	No	<p>Licensing Policy seriously and will work with operators and other parties to ensure the licensing objectives are promoted. Namely:</p> <ul style="list-style-type: none"> a. Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime. b. Ensuring that gambling is completed in a fair and open way, and c. Protecting children and other vulnerable persons from being harmed or exploited by gambling <p>It is expected that operators will risk assess the effect of their operation on the licensing objectives and this may include a commitment to support referral organisations. This will be taken into consideration by the local authority when determining applications.</p> <p>This recommendation has been forwarded to colleagues in Public Health Department to explore. However Public Health in itself is not a licensing objective.</p>

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
	<p>include training frontline and primary care staff to recognise the signs of gambling harm and develop referral pathways to the National Gambling Helpline or local treatment providers. GamCare has worked with Haringey Council to implement a similar system, that has received widespread support.</p> <p>In the absence of Cumulative Impact Assessments as a method by which the “aim to permit” approach can be challenged, Royal Borough of Kensington and Chelsea Council should continue to pursue a Local Area Profile approach that specifically analyses gambling risk, and use this data as a basis from which to scrutinise and possibly oppose a licensing application.</p>	Yes	No	The Licensing Authority will continue to pursue a Local Area Profile approach that analyses gambling risk and use this data as a basis from which to scrutinise and possibly oppose licensing applications.
Respondent 7 - Chairman, Hippodrome Casino	Introduce a restriction on Arcades/Adult gaming centres referring to	No	No	Each case is heard on its own merits and decisions are based on the details of those particular facts of that case.

NAME/ORGANISATION	COMMENTS	RELEVANT TO SGP	SGP REVISED YES/NO	NOTES
	<p>themselves and advertising likewise on their fronts as if they are providing activities they are not legally allowed to provide.</p> <p>Request for following condition to be added to There shall be no display, signage or advertisement inside or on the exterior of the premises which states or implies that the premises is authorised to provide gambling activities that the nature of the licence doesn't authorise, for example a Casino, Bingo or Betting.</p>			<p>A restriction on Arcades/Adult gaming centres referring to themselves and advertising likewise on their fronts as if they are providing activities, they are not legally allowed to provide is already controlled by LCCP, social responsibility code 5.1.6, which the authority already considers when determining applications under the Gambling Act 2005.</p> <p>Namely that, the advertising of gambling products and services must be undertaken in a socially responsible manner and must comply with the UK Advertising Codes issued by the Committees of Advertising Practice (CAP) and administered by the Advertising Standards Authority (ASA).</p> <p>Officers will take relevant action should they believe any premises to be operating contrary the above or any other codes.</p>
Respondent 8 - The Metropolitan Police	No additional comments	Not applicable	Not applicable	No additional comments
Respondent 9 - RBKC Environmental Health Dept	No additional comments	Not applicable	Not applicable	No additional comments

RBKC Equality Impact Assessment (EqIA)

EqIAs evidence that you have considered the impact or potential impact on groups in our community who share protected characteristics. These are characteristics that are protected against discrimination by the Equality Act 2010. We are required by law under the Public Sector Equality duty (PSED) which is contained in Section 149 of the Equality Act and requires public authorities to have due regard to several equality considerations when exercising their functions.

When do I need to complete an EqIA? You need to complete an EqIA when:

- Planning or developing new services including business services, policies, strategies, practices and plans
- Reviewing, amending or substantially changing existing services, policies, strategies, practices and plans
- Considering a change management process or organisational review, particularly those that could involve relocating staff or rationalisation of posts
- Reviewing or introducing forms, leaflets, guidance, codes of practice such as changes to how residents access services
- When considering and developing a tender document for procurement of services

Who should complete an EqIA?

The person completing the EqIA should have detailed knowledge of the proposal or project. They should be able to identify the impact on those with protected characteristics be they residents, workforce, visitors or others. They should also have knowledge or access to any consultations and where relevant, have knowledge of the area of the Borough that is impacted. The ownership and responsibility for an EqIA lies at Head of Service level and above, however, managers and staff play a key role in the assessment process as they will be involved in implementing the necessary actions identified and integrating equalities into planning. As a rule, any work that needs a decision e.g. Lead Member decision or Leadership Team should be signed off by the Executive Director. Anything that is not going through a formal decision-making process can be signed off by Head of service.

At what point do I need to complete an EqIA?

You need to complete an EqIA at the very beginning when considering your proposal and therefore before a decision is taken.

Please note an EqIA is a live document which means it must be regularly reviewed and updated considering new evidence or information.

It is important to consider equalities issues at every stage of the process. You may not have all the data you need at the beginning, or you may not have finalised what your project will look like. However, an EqIA is there to help guide your thinking on how your work might affect different groups in our community and support your planning and consultation work.

Where can I get support to complete an EqIA?

There are resources available on the SharePoint site, including example EqIAs. You can also get support from the EqIA Champion in your Team/Directorate, see the SharePoint site for details. You can email any queries to the EqIA inbox eqia@rbkc.gov.uk. Finally further support is available for strategic and crosscutting EqIAs from Mandeep Kaur Bains (mandeep.kaurbains@rbkc.gov.uk) in the Corporate Strategy Team. If your EqIA focuses on workforce changes or development, then contact Charlene Nkum (Charlene.nkum@rbkc.gov.uk) or Lee Sykes (lee.sykes@rbkc.gov.uk) in HR.

SECTION 1: Programme details

Name of the policy, project, service, or strategy being assessed	Statement of Gambling Policy
Give a brief overview of your works aims and objectives	<p>The Gambling Act 2005 requires every Licensing Authority (LA) to have a Statement of Gambling Policy (SGP). The SGP forms this LA's mandate for managing local gambling provision and sets out how the LA views the local risk environment and therefore its expectations in relation to operators with premises in the locality. It also sets out how the LA will view applications and administer licences, especially as the Act stipulates that LAs shall aim to permit the use of premises for gambling. The Gambling Commission also encourages LAs to have a SGP that is genuinely reflective of local issues, local data, local risk and the expectations that a LA has of operators who either currently offer gambling facilities or wish to do so in the future.</p> <p>We have recently reviewed our SGP and the version of the policy, once adopted, will run from January 2025 until January 2028. This has necessitated consultation with a number of stakeholders and the public, along with political endorsement from local Councillors. Approval at Full Council will be required before any revision can be adopted. The extent to which the Gambling Policy is amended is up to an individual borough's discretion based on the unique circumstances of the authority. However, the main aim/purpose of the revised policy is to ensure that we:</p> <ol style="list-style-type: none"> 1. Have a fair and consistent Gambling Policy. 2. Prevent gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime. 3. Ensure that gambling is conducted in a fair and open way. 4. Protect children and other vulnerable persons from being harmed or exploited by gambling. <p>A copy of the draft policy was made available via our website's consultation hub. Hard copies were also provided to resident associations, statutory consultees and stakeholders. Hard copies were also available on request.</p>
Name of person completing this EqlA	Fiona Johnson
Name of Director	Andrew Burton
Team	Licensing Team
Directorate	Environment and Neighbourhood
Contact Email	Fiona.johnson@rbkc.gov.uk
Where is this EqlA stored. (This is to ensure colleagues can pick this up in your absence.)	Shared Drive – New EqlA form Gambling 2024

<p>Is this EqIA accompanying a report that is going through a formal decision process?</p> <p>If so which meeting, is it going to for decision?</p>	<p>Full Licensing Committee – 19 September 2024 Environment Select – (To be circulated to Select Committee for comment and feedback outside of the scheduled meetings) Leadership – 13 November 2024 Full Council -27 November 2024</p> <p>The process for revising the Statement of Gambling Policy is to circulate the draft, amended Statement of Gambling Policy for public consultation, review and amend post consultation, place the final version before the Licensing Committee and Environment Select Committee, then to the Leadership Team, and finally to a meeting of the Full Council for formal adoption.</p> <p>An EqIA was completed prior to consultation and no impact on the protected characteristics, human rights nor children rights were identified. A 6 week consultation started on 5 July and concluded on 18 August 2024.</p> <p>The timetable for the full adoption of the SGP is shown below:</p> <table border="1" data-bbox="480 853 1423 1263"> <tr> <th data-bbox="480 853 952 965">Table 1: Planned timetable for the review of Statement of Gambling Policy</th><th data-bbox="952 853 1423 965">Dates</th></tr> <tr> <td data-bbox="480 965 952 1003">Full Licensing Committee</td><td data-bbox="952 965 1423 1003">19 September 2024</td></tr> <tr> <td data-bbox="480 1003 952 1189">Environment Select</td><td data-bbox="952 1003 1423 1189">(To be circulated to Environment Select Committee for comment and feedback outside of the scheduled meeting)</td></tr> <tr> <td data-bbox="480 1189 952 1227">Leadership Team</td><td data-bbox="952 1189 1423 1227">13 November 2024</td></tr> <tr> <td data-bbox="480 1227 952 1263">Full Council</td><td data-bbox="952 1227 1423 1263">27 November 2024</td></tr> </table> <p>Post consultation, no additional impacts have been identified. The Gambling Act stipulates that children and vulnerable people need to be protected. As such, under the provisions of the Gambling Commission's Licence Conditions and Codes of Practice (LCCP), as well as the statutory framework surrounding betting and gaming, operators are obligated to comply with a number of codes of conduct. Part of the LCCP includes Social Responsibility Codes. Failure to comply with the Social Responsibility Codes, could lead to legal action being taken or the licence being revoked. The Social Responsibility Codes adequately responds to all 3 licensing objectives especially the protection of children and other vulnerable persons from being harmed or exploited by gambling objective. LAs are also able to attach additional conditions to licences.</p> <p>As such, the Act allows LAs to attach conditions to licences.</p>	Table 1: Planned timetable for the review of Statement of Gambling Policy	Dates	Full Licensing Committee	19 September 2024	Environment Select	(To be circulated to Environment Select Committee for comment and feedback outside of the scheduled meeting)	Leadership Team	13 November 2024	Full Council	27 November 2024
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Leadership Team	13 November 2024										
Full Council	27 November 2024										

SECTION 2: EqIA Screening – Do you need to complete a full EqIA?

Please complete the checklist below, including impact to help determine if a full EqIA is necessary. Please see table in Section 3 for a breakdown of the protected characteristics

Question	Answer (Yes, No, Unclear)	Impact (Positive, Negative or Neutral)
Does your programme have the potential to disproportionately affect men, women or those who identify as non-binary?	No	Neutral
Does your programme have the potential to disproportionately affect people of a particular race or ethnicity?	No	Neutral
Does your programme have the potential to disproportionately affect people with a disability?	No	Neutral
Does your programme have the potential to disproportionately affect people of certain sexual orientations?	No	Neutral
Does your programme have the potential to disproportionately affect people of different age groups?	No	Neutral
Does your programme have the potential to disproportionately affect those undergoing or intending to undergo the process of gender reassignment?	No	Neutral
Does your programme have the potential to disproportionately affect those due to pregnancy or maternity?	No	Neutral
Does your programme have the potential to disproportionately affect those who are married or in a civil partnership?	No	Neutral
Does your programme have the potential to disproportionately affect people of different faiths and beliefs?	No	Neutral
Does your programme have the potential to disproportionately affect people on low incomes or living in poverty?	No	Neutral
Does your programme have the potential to disproportionately affect people living in the most deprived areas of RBKC?	No	Neutral

If you have assessed the impact to any of the above questions to be Negative, Neutral or Unclear, then you will need to complete Sections 3, 4 and 5. If you have assessed all the necessary impacts as Positive, explain the rational for this in the box below and then go to Section 5.

Please use this box to outline how residents are positively impacted. Include the following information:

- Data on services users or people potential impacted
- Consultation information with service users and how this has evidenced a positive impact
- Explain if your proposal takes steps to meet the needs of people from protected groups, where these are different from the needs of other people; and encourages people from protected groups to participate in public life or in other activities where their participation is disproportionately low

SECTION 3: Assessing the Impact

Please use this section to assess the impact of the programme on those with protected characteristics. Please answer the following questions in your assessment for each characteristic.

- 1. How many people currently use the service? Or who and how many people will be affected by the policy or strategy?** We have provided data from the latest census on the population of RBKC for each protected characteristic. Additional Census data can also be accessed from the RBKC Census Dashboard. Please add data about your service users/populations in the relevant boxes.
- 2. What consultation have you completed to gather feedback from service users? Or what other relevant data have you gathered to support your work?** Include the findings in each relevant group.
For more information on consultation please refer to the [12 principles of good governance and consultation in the Constitution](#). You can also speak with the Consultations Team for further advice.
- 3. How will you ensure that the policy, project, service, or strategy will be accessible to all groups? and how will you address or breakdown any barriers to achieving this.** Explain if your proposal takes steps to meet the needs of people from protected groups, where these are different from the needs of other people; and encourages people from protected groups to participate in public life or in other activities where their participation is disproportionately low?
- 4. How is this group impacted and determine whether the proposed activity will have a positive, neutral or negative impact.**
- 5. If the impact is negative, what mitigations will you put in place to reduce the impact?**
- 6. If the impact is positive, what actions have you taken to achieve a positive impact?**

Protected characteristic	Analysis	Impact (Positive, Negative or Neutral)																
Age	2021 census: The average age of residents in Kensington and Chelsea is 40.45 years, making it the fourth oldest population in London.	Neutral																
	The age breakdown of our population is:																	
	<table><tr><td>4 years and under</td><td>4.3%</td><td>25-34 years</td><td>17.5 %</td></tr><tr><td>5-9 years</td><td>4.4%</td><td>35-49 years</td><td>21.2 %</td></tr><tr><td>10-15 years</td><td>5.4%</td><td>50-64 years</td><td>20.5%</td></tr><tr><td>16-19 years</td><td>3.8%</td><td>65-74 years</td><td>7.9%</td></tr></table>		4 years and under	4.3%	25-34 years	17.5 %	5-9 years	4.4%	35-49 years	21.2 %	10-15 years	5.4%	50-64 years	20.5%	16-19 years	3.8%	65-74 years	7.9%
	4 years and under		4.3%	25-34 years	17.5 %													
	5-9 years		4.4%	35-49 years	21.2 %													
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	<table><tr><td>20-24 years</td><td>8.5%</td><td>75-84 years</td><td>4.8%</td></tr><tr><td></td><td></td><td>85 years and over</td><td>1.7%</td></tr></table> <p>There is no data available on the age range of people frequent gambling premises in the Borough, nor those who submit applications. However, gambling premises are restricted to over 18s as are applications for grants of licences. Our Policy determines how the LA will view applications and administer licences in accordance with the Gambling Act 2005.</p> <p>LAs must aim to permit the use of premises for gambling in so far as it is considered to be reasonably consistent with the pursuit of the licensing objectives namely:</p> <ol style="list-style-type: none">1. Prevent gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime.2. Ensure that gambling is conducted in a fair and open way.3. Protect children and other vulnerable persons from being harmed or exploited by gambling. <p>Applications also have to be advertised and any persons/business can make a comment at that time. The Policy sets out how the application will be dealt with but does not predetermine whether or not a licence will be granted.</p> <p>Gambling services are provided by individuals and/or companies and are not directly operated by the Council. Should an individual be refused entry or barred based on a protected characteristic, then the responsibility for investigating the matter will rest with the Equalities Commission.</p> <p>If a premises is found to not be abiding by the age restriction, then enforcement action can be taken.</p>	20-24 years	8.5%	75-84 years	4.8%			85 years and over	1.7%	
20-24 years	8.5%	75-84 years	4.8%							
		85 years and over	1.7%							
Disability	<p>2021 census: 12.8% of residents in the borough said they had a long-term condition or disability that limited their life in some way.</p> <p>LGA Data from the academic year 21/22 highlights:</p> <ul style="list-style-type: none">• 2,379 young people have Special Educational Needs in RBKC.• 746 have a statement of Special Educational Need or an Education and Health Plan.• 62 children in the Borough have a disability in schools. <p>There is no data available on the number of disabled people who frequent gambling premises in the borough, nor who submit applications. Premises have to consider reasonable adjustments to make their premises accessible.</p>	Neutral								

	<p>LAs must aim to permit the use of premises for gambling in so far as it is considered to be reasonably consistent with the pursuit of the licensing objectives namely:</p> <ol style="list-style-type: none"> 1. Prevent gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime. 2. Ensure that gambling is conducted in a fair and open way. 3. Protect children and other vulnerable persons from being harmed or exploited by gambling. <p>Applications also have to be advertised and any persons/business can make a comment at that time. The Policy sets out how the application will be dealt with but does not predetermine whether or not a licence will be granted.</p> <p>Gambling services are provided by individuals and/or companies and are not directly operated by the Council. Should an individual be refused entry or barred based on a protected characteristic, then the responsibility for investigating the matter will rest with the Equalities Commission.</p>	
Gender reassignment	<p>The 2021 census captured this information those aged 16 and above. Approximately 90% of our residents stated that their sex is the same as it was at birth. Nearly 9% of residents did not answer the question. The remaining identified themselves as:</p> <ul style="list-style-type: none"> • 0.2% said that their sex is different to that registered at birth • 0.1% identify as Trans woman • 0.1% as Trans man • Less than 0.1% identify as non-binary • 0.1% identify as other <p>There is no data available on the number of people who have undergone gender reassignment who frequent gambling premises in the borough, nor those who submit applications. This is a Policy to determine how the Council will licence businesses under the Gambling Act. It is up to the individual premises operating in the Borough to make their premises accessible to all adults.</p> <p>Gambling services are provided by individuals and/or companies and are not directly operated by the Council. Should an individual be refused entry or barred based on a protected characteristic, then the responsibility for investigating the matter will rest with the Equalities Commission.</p>	Neutral
Marriage and Civil Partnership	<p>2021 Census data shows 49.24% of residents are single. Nearly 35% of residents are married to someone of the opposite sex and 0.5% are married to someone of the same sex. The remaining 0.15% of our residents are in a civil</p>	Neutral

	<p>partnership with someone of the opposite sex and 0.39% are in a civil partnership with someone of the same sex.</p> <p>There is no data available on the number of people who are married or in a civil partnership who frequent gambling premises in the borough, nor those who submit applications. This is a Policy to determine how the Council will licence businesses under the Gambling Act. It is up to the individual premises operating in the Borough to make their premises accessible to all adults.</p> <p>Gambling services are provided by individuals and/or companies and are not directly operated by the Council. Should an individual be refused entry or barred based on a protected characteristic, then the responsibility for investigating the matter will rest with the Equalities Commission.</p>																									
Pregnancy and maternity	<p>The 2019 JSNA showed there were 1,612 births in the borough. It also showed an estimated 335 cases perinatal mental illness.</p> <p>There is no data available on the number of people who are pregnant or on maternity who frequent gambling premises in the borough, nor those who submit applications. This is a Policy to determine how the Council will licence businesses under the Gambling Act. It is up to the individual premises operating in the Borough to make their premises accessible to all adults.</p> <p>Gambling services are provided by individuals and/or companies and are not directly operated by the Council. Should an individual be refused entry or barred based on a protected characteristic, then the responsibility for investigating the matter will rest with the Equalities Commission.</p>	Neutral																								
Race	<p>2021 Census: The broad ethnic breakdown of the borough's population is White at 70.6%; Asian, Asian British at 11.8%; Black, Black British at 7.9%; Mixed or multiple ethnicities at 6.6%; and Other at 9.9%. A more detailed breakdown is:</p> <table><tr><td>Asian Bangladeshi</td><td>1%</td><td>Mixed White and Asian</td><td>2.1%</td></tr><tr><td>Asian Chinese</td><td>2.7 %</td><td>Mixed White and Black African</td><td>0.9%</td></tr><tr><td>Asian Indian</td><td>2.2 %</td><td>Mixed White and Black Caribbean</td><td>2.1%</td></tr><tr><td>Asian Pakistani</td><td>0.9 %</td><td>Mixed Other</td><td>2.4%</td></tr><tr><td>Asian Other</td><td>5%</td><td>White English, Welsh, Scottish, Northern Irish British</td><td>32.7 %</td></tr><tr><td>Black African</td><td>4.8 %</td><td>White Irish</td><td>2.0%</td></tr></table>	Asian Bangladeshi	1%	Mixed White and Asian	2.1%	Asian Chinese	2.7 %	Mixed White and Black African	0.9%	Asian Indian	2.2 %	Mixed White and Black Caribbean	2.1%	Asian Pakistani	0.9 %	Mixed Other	2.4%	Asian Other	5%	White English, Welsh, Scottish, Northern Irish British	32.7 %	Black African	4.8 %	White Irish	2.0%	Neutral
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	<table><tr><td>Black Caribbean</td><td>2.3 %</td><td>White Gypsy or Irish Traveller</td><td>0.1%</td></tr><tr><td>Black Other</td><td>0.8 %</td><td>White Roma</td><td>0.7%</td></tr><tr><td></td><td></td><td>White Other</td><td>28.3 %</td></tr><tr><td></td><td></td><td>Other Arab</td><td>4.5%</td></tr><tr><td></td><td></td><td>Other ethnicities</td><td>5.4%</td></tr></table> <p>There is no data available on the race of those who frequent gambling premises in the borough, nor those who submit applications. This is a Policy to determine how the Council will licence businesses under the Gambling Act. It is up to the individual premises operating in the Borough to make their premises accessible to all adults.</p> <p>Gambling services are provided by individuals and/or companies and are not directly operated by the Council. Should an individual be refused entry or barred based on a protected characteristic, then the responsibility for investigating the matter will rest with the Equalities Commission.</p>	Black Caribbean	2.3 %	White Gypsy or Irish Traveller	0.1%	Black Other	0.8 %	White Roma	0.7%			White Other	28.3 %			Other Arab	4.5%			Other ethnicities	5.4%					
Black Caribbean	2.3 %	White Gypsy or Irish Traveller	0.1%																							
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		Other Arab	4.5%																							
		Other ethnicities	5.4%																							
Religion/belief	<table><tr><td colspan="6">A breakdown of religious groups in RBKC from the 2021 census are:</td></tr><tr><td>Buddhist</td><td>1.1%</td><td>Jewish</td><td>1.9%</td><td>Other</td><td>0.7%</td></tr><tr><td>Christian</td><td>48.4 %</td><td>Muslim</td><td>11.8 %</td><td>No religion</td><td>24.8%</td></tr><tr><td>Hindu</td><td>1.1%</td><td>Sikh</td><td>0.2%</td><td>did not answer</td><td>10%</td></tr></table> <p>There is no data available on the religion or belief of those who frequent gambling premises, nor those who submit applications. Several Faith and Multi faith groups were consulted as part of the consultation, however no responses were received.</p> <p>Gambling services are provided by individuals and/or companies and are not directly operated by the Council. Should an individual be refused entry or barred based on a protected characteristic, then the responsibility for investigating the matter will rest with the Equalities Commission.</p>	A breakdown of religious groups in RBKC from the 2021 census are:						Buddhist	1.1%	Jewish	1.9%	Other	0.7%	Christian	48.4 %	Muslim	11.8 %	No religion	24.8%	Hindu	1.1%	Sikh	0.2%	did not answer	10%	Neutral
A breakdown of religious groups in RBKC from the 2021 census are:																										
Buddhist	1.1%	Jewish	1.9%	Other	0.7%																					
Christian	48.4 %	Muslim	11.8 %	No religion	24.8%																					
Hindu	1.1%	Sikh	0.2%	did not answer	10%																					
Sex	<p>2021 Census: Female 53.2% and Male 46.8%.</p> <p>There is no data available on the sex of those who frequent gambling premises in the borough, nor those who submit applications. This is a Policy to determine how the Council will licence businesses under the Gambling Act. It is up to the individual premises operating in the Borough to make their premises accessible to all adults.</p> <p>Gambling services are provided by individuals and/or companies and are not directly operated by the Council. Should an individual be refused entry or barred based on a protected characteristic, then the</p>	Neutral																								

	responsibility for investigating the matter will rest with the Equalities Commission.	
Sexual Orientation	<p>2021 census information on sexual orientation is only captured for people aged 16 and above. Approximately 85% identify as Heterosexual, nearly 3% identify as Gay or Lesbian, 1.3% as Bisexual and 0.3% as other, the remaining 10.4% did not answer this question.</p> <p>There is no data available on the sexual orientation of those who frequent gambling premises in the borough, nor those who submit applications. This is a Policy to determine how the Council will licence businesses under the Gambling Act. It is up to the individual premises operating in the Borough to make their premises accessible to all adults.</p> <p>Gambling services are provided by individuals and/or companies and are not directly operated by the Council. Should an individual be refused entry or barred based on a protected characteristic, then the responsibility for investigating the matter will rest with the Equalities Commission.</p>	Neutral
<p>In addition to the nine protected characteristics, where relevant we ask that you also think about the socio-economic and geographical considerations of our residents. Some data has been included below for your reference.</p>		
Socio-economic and Geographical	<p>A recent report on data from the Index of Multiple Deprivation for 2019 showed that a high concentration of the most deprived Lower Super Output Areas being found in the Golborne, Notting Dale and Dalgarno wards.</p> <p>North Kensington also has higher numbers of people on low incomes, who are unemployed or who have no qualifications than the rest of the borough and has a higher proportion of social housing. There are also pockets of low income, higher unemployment, and lower skills levels in parts of the south and west of the borough, again in areas where there are greater proportions of social housing.</p> <p>According to recent ONS data RBKC continues to have the highest life expectancy in the country, however this varies between the north and the south, between people from different ethnic minorities, and between homeowners, private renters, and those in social housing.</p> <p>ONS data also shows that life expectancy in the borough can vary significantly by different wards. There are larger gaps between the least and most deprived wards, these are as much as 14.8 years for males and 11.9 years for females. Females in Notting Dale live on average 15 years less than their neighbours in Holland Ward.</p>	Neutral

	<p>The 2021 census data on general health of our residents shows that 58% of all residents, reported being in ‘very good’ health, 29.6 reported ‘good’ health, 10.1% reported ‘fair health’, 3.7% reported ‘bad health’ and 1.1% of residents reported ‘very bad’ health. However, these figures vary greatly across the Borough. Campden residents had the highest proportion reporting ‘very good’ health, 67.4% and Dalgarno in the north of the Borough had the lowest, 48.5%.</p> <p>Applicants are under an obligation to undertake a local area profile. The Council cannot exclude any parts of the Borough.</p> <p>LAs must aim to permit the use of premises for gambling in so far as it is considered to be reasonably consistent with the pursuit of the licensing objectives namely:</p> <ol style="list-style-type: none"> 1. Prevent gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime. 2. Ensure that gambling is conducted in a fair and open way. 3. Protect children and other vulnerable persons from being harmed or exploited by gambling. <p>Each application has to be considered on its own merits. Applications have to be advertised and any persons/businesses can make a comment at that time. The Policy sets out how the application will be dealt with but does not predetermine whether or not a licence will be granted.</p>	
Other Groups	<p>Please consider groups that may be affected by your work, such as Grenfell Bereaved and Survivors, Carers and Members of the Armed Forces etc.</p> <p>As above</p>	Neutral

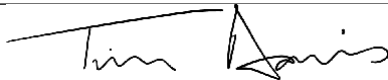
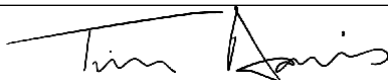
SECTION 4: Action Plan

Have you identified the need to reduce or remove any negative impacts, conduct work with those from protected groups to participate where their participation is disproportionately low, or fill any data gaps? If so, complete the Action Plan below to show the work that is planned.

None identified

Issue identified	Planned Action	Lead Officer and Timeframe
N/A		

SECTION 5: Sign-off

Director/ Head of Service Name	Tim Davis
Contact Email	Tim.Davis@rbkc.gov.uk
Date of sign off	10/10/2024
Review It is important to consider equalities issues at every stage of the process. Remember an EqlA is a live document which means it must be regularly reviewed and updated considering new evidence or information, for example, have you now completed your consultation or has there been news on funding. Please ask your Director or Head of Service to sign-off at every review stage. You can have as many reviews as are appropriate for your work.	
Date of 1 st Review	17 June 2024
Name of Reviewer	Fiona Johnson, Licensing Team Manager
Head of Service signature	
Date of 2 nd Review	10 October 2024
Name of Reviewer	Fiona Johnson, Licensing Team Manager
Head of Service signature	
Date of 3 rd Review	
Name of Reviewer	
Director signature	

The Royal Borough of Kensington and Chelsea

KEY DECISION

**Report Title: Medium Term Financial Planning
(update including on draft proposals for budget
reductions, capital investment, and fees and
charges)**

Date: 13th November 2024

Decision Maker	Leadership Team
Reporting Officer	Mike Curtis – Executive Director of Resources
Key Decision	KD1000168
Access to information	Public
Wards	All Wards

1. EXECUTIVE SUMMARY

- 1.1 This report is an update on the Council's financial position and progress on 2025/26 budget setting. Consultation of these budget proposals will be launched after this report is recommended for approval by Leadership Team.
- 1.2 In July 2024, Leadership Team received the Council's latest Medium Term Financial Strategy which provided an update on the medium-term financial forecast for the next four years. This showed a budget shortfall of between £10m and £20m depending on certain assumptions in 2025/26 and then an overall shortfall of between £26m and £40m for the period 2025/26 to 2028/29.
- 1.3 This report provides an update on the medium-term forecast but is also the first report to Leadership Team on the preparations for the 2025/26 Revenue Budget and Capital Programme that will be recommended along with the 2025/26 Council Tax to Full Council in March 2025.
- 1.4 To aid with scenario planning and provide detail of the potential funding possibilities this report contains a "Scenario One" and "Scenario Two". Existing longer term government forecasts anticipate spending to fall after 2025 and therefore the Council has taken the prudent approach in assuming the additional funding for Adult Social Care received in the prior two financial years does not continue beyond 2024/25 and the Council's SFA (Revenue Support Grant and retained Business Rates) is frozen in "Scenario One".

“Scenario Two” assumes this additional social care funding continues over the MTFS period and that there is an inflationary uplift in the Council’s SFA.

- 1.5 Officers consider the more optimistic “Scenario Two” to be the more likely scenario and this is in line with assumptions boroughs are tending to make elsewhere in London. However, this remains a risk until the final settlement is confirmed.
- 1.6 In the Council’s most recent MTFS approved by Leadership Team in July the forecast budget gap for 2025/26 before any new budget reductions was £19.8m in Scenario One and £10.3m in Scenario Two. If the budget reductions identified in this report are agreed a budget of gap of £9.4m remains in Scenario 1, whilst the budget is balanced in Scenario 2. The Council’s financial position is challenging. However it is not out of line with other boroughs in London and indeed is in a comparably strong position given it is currently reporting a balanced budget in Scenario Two.

Table 1- 2025/26 Budget Position

2025/26	Scenario 1 (£'000)	Scenario 2 (£'000)
Budget gap/surplus as of July MTFS	19,761	10,335
New Growth since July MTFS	3,692	3,692
New Savings proposed since July MTFS	(14,027)	(14,027)
Budget gap/surplus as of Nov Report	9,426	0

- 1.7 This position is very much dependent on the outcome of the Local Government Finance Settlement and further consideration of inflationary pressures over the next few months and therefore significant uncertainty remains. Some indications may be given on the 30th October 2024 when the Chancellor will set out the government’s Budget Statement to parliament but assuming this is similar to previous years this is expected to be high level and the specifics for Local Government are unlikely to be known until the draft settlement is published – usually in the second half of December.
- 1.8 The Council is working with London Councils and the Local Government Association (LGA) to call for more certainty in relation to local government funding. In the medium term the Council strongly believes additional funding for temporary accommodation and social service pressures is needed to stabilise the sector.
- 1.9 The latest position assumes contact inflation, the 2025/26 pay award, and fees and charges uplifts for 2025/26 will be at 2%. Interest rates for 2025/26 are currently assumed to be 4.7% for new borrowing and 3.8% for investment income. These assumptions will remain under review in the run up to formally setting next year’s budget in March 2025.

- 1.10 The 2024/25 budget had assumed 4% (£4.5m) provision for pay inflation. However the pay offer has now been agreed at £1,575 per employee or a 2.5% increase whichever is higher. Officers are working through the detailed financial implications of this but initial estimates suggest this will be able to be managed within existing financial plans.
- 1.11 The budget for 2025/26 is being developed within the context of the Council Plan and Medium-Term Financial Strategy and the Council's spending plans will be targeted to ensure that objectives and the delivery of services are affordable and achievable within current and future budgets.
- 1.12 The Council has a statutory requirement to set a balanced budget and over the summer the focus has been of preparing for next year's budget. This has included reviewing the assumptions that underpin these forecasts, reviewing the evidence behind budget pressures/growth and considering budget reductions to enable a balanced budget to be set for 2025/26. Budget reductions of £15.6m (£14.0m proposed since the July MTFS) have been identified and full details are set out in Appendix B. Leadership Team is asked to agree for these proposed savings to be launched for consultation from 14 November 2024 to 10 January 2025.
- 1.13 For 2025/26 budget setting the Council has focused on a more collaborative approach with a new corporate Transformation and Savings programme, led by the corporate transformation and finance team with Executive Directors leading work streams. There has been a monthly Transformation and Savings Board chaired by the Chief Executive which has provided co-ordinated oversight and ensured the Council challenged itself to be more cost-effective by working smarter and more efficiently, being ambitious and innovative whilst maintaining or improving outcomes. This included a particular focus on how the Council could use our corporate assets more commercially and efficiently to ensure the impact on service delivery was minimised. There have been four cross-cutting workstreams and these are explained further in paragraph 8.4 and Appendix B.
- 1.14 The Council has also for the first time during budget setting held individual officer/member "Budget Challenge" sessions for individual directorates. At these meetings the relevant Lead Member and Executive Director have discussed their budget proposals and been challenged by the Lead Member for Finance, Customer Services and Net Zero, Section 151 Officer and Chief Executive. This has helped increase confidence further that the savings proposed and the budget the Council is setting will be robust.
- 1.15 The Council intends to continue the programme going forward, both to develop new savings proposals for future years and to monitor proposals taken forward in 2025/26. The monitoring process will cover all savings and growth proposals but will have a particular focus on identifying any issues that arise from dependencies across departments to ensure that things don't fall between the gaps

- 1.16 Whilst officers are confident a balanced budget will be set for 2025/26, the longer-term position remains challenging. There remains an estimated budget gap of between £14m and £19m for the period 2026/27 to 2028/29. This is before any assumptions are made for government funding reform which could reduce the Council's funding even more. At this time the future fair funding model remains uncertain and while the MTFS needs to consider the potential impacts it may bring it is incredibly difficult to be able to say with any certainty what this may mean. As soon as there is greater certainty this will be communicated to the Leadership Team and included in any future budget reports. Further details on managing the longer-term financial position is set out in Section 9.
- 1.17 The current capital programme commits large amounts of investment to a wide range of projects and programmes across the borough. As a result of these large commitments and as part of good financial governance the capital programme is in the process of being reviewed to ensure that the schemes included remain a priority and are deliverable within the next three years. Section 10 provides an update on this exercise.

2. RECOMMENDATIONS

The Leadership Team is recommended to:

- 2.1 Agree that the £15.6m of budget reductions set out in Appendix B be launched for consultation in line with the approach set out in Section 14 of the report.
- 2.2 Agree that the £11.4m of budget pressures/growth set out in Appendix A be launched for consultation in line with the approach set out in Section 14 of the report.
- 2.3 Agree the capital proposals set out in Appendix C be launched for consultation in line with the approach set out in Section 14 of the report. This includes £20.9m of new investment proposed to be added to the capital pipeline 2024/25-2027/28 summarised in Table 9.
- 2.4 Review the proposed fees and charges set out in Appendix E.
- 2.5 Agree for the proposed fees and charges set out in Appendix E to be launched for consultation in line with the approach set out in Section 14 of the report.
- 2.6 Note the exceptions to the fees and charges as set out in Appendix F.

3. REASONS FOR DECISION

- 3.1 The Council is legally required to set a balanced budget each year. This report provides an update on the different elements of the budget, including budget pressures and budget reductions. The proposed budget reductions for 2025/26 set out in this report are being launched for consultation for

which feedback is sought over the period 14 November 2024 to 10 January 2025. Leadership Team will consider the feedback on the proposals before recommending the 2025/26 budget to Full Council in March 2025.

4. BACKGROUND

- 4.1 In February 2024 Full Council approved the budget for 2024/25 and an update on the Council's Medium Term Financial forecast. A further update on the four-year forecast was presented to Leadership Team in July 2024. At this time it was estimated that the budget gap was between £26m and £40m over the next four years, of which between £10.3m and £19.8m was for 2025/26 depending on the different financial scenarios.
- 4.2 Over the summer the assumptions underpinning the Medium Term Financial forecast have again been reviewed and there is now a budget gap of between £14m and £28m over the next four years. There is currently an estimated gap of up to £9.6m for 2025/26. This figure is based on a 1% increase in Council Tax and the 2% Adult Social Care Precept. However a decision on Council Tax will not be confirmed until Full Council in March 2025.
- 4.3 The main adverse movements since July 2024 relates to revised estimates of pressures within temporary accommodation (a further £2m on top of the £500,000 previously assumed) and further pressures within Digital Data and Technology (DD&T) of £1.2m. The Council hopes to reduce this pressure by the time the budget is set in March. A full breakdown of these is shown in Table 4 and Appendix A. These have been offset by departmental savings put forward by services and crosscutting savings identified by the various workstreams in the Council's Transformation and Savings Programme included in Table 5 and Appendix B.
- 4.4 The main purpose of this report is to specifically update on the budget preparations for 2025/26. It sets out the latest information on all the assumptions that underpin the budget. Proposed budget reductions have been developed and are being launched for consultation. The feedback from the consultation will be considered in developing the draft budget that will be presented to Leadership Team in February 2025.
- 4.5 For 2025/26 budget setting the Council has focused on a more collaborative approach with a new corporate Transformation and Savings programme, led by the Leader, Lead Member for Finance, Customer Services and Net Zero, Corporate Strategy and Financial Management teams with Executive Directors leading work streams.

Transformation Already Achieved: Customer and Resident Focussed Transformation (CREST)

- 4.6 The CREST programme is a strong example of what the organisation can achieve by transforming the way we deliver services. This programme has

brought together specialist staff from different disciplines to provide a more consistent approach to delivering a more enforcement focused and efficient approach to our street-based activity.

- This service deploys 30 uniformed Street Enforcement staff across the borough, with each ward having a dedicated officer focused on resolving local issues for our residents.
- A saving of £800,000 since has been delivered since 2019/20 by creating the new team and deployment model.
- The team's activity is more focused on the delivery of a zero-tolerance approach. In the whole of 2019 the Council issued an average of 53 FPN's per month; during 2024 the team are issuing an average of 90 per month, an increase of 70%.
- Our enforcement journey is focused on delivering ongoing improvement:
 - At Environment Select Committee we tested the introduction of the use of new and increased powers to levy fines at those who spoil the borough.
 - We are implementing a new IT system for environmental issues in 2025 which will increase our efficiency and ability to respond to customers and react on trends.
 - We are also adding an additional 3 officers into the team to ensure that the service has the capacity to provide more reactive and investigative resource to tackle the complex issues and ensure the highest standards across the public realm in the borough.

Transformation Already Achieved: Customer Access Strategy

- 4.7 Between March and June 2024, the Discovery phase was completed by the supplier. This involved workshops and shadowing of services, with a focus on understanding current processes and identifying improvements that can be achieved with the introduction of a new CRM. During this phase the supplier placed great focus on the user journey and improving the experience of residents using Council services. A discovery report and roadmap for implementation was then presented by the supplier, summarising the findings of the discovery work and outlining a clear timeline for achieving the proposed improvements.
- 4.8 At the end of September 2024, the Council signed a contract with the supplier for the ResidentConnect programme. The timeline for completion of this programme of work is around 17 months.
- 4.9 The Delivery phase was initiated in October 2024 and the Council is holding mobilisation meetings with key stakeholders and project sponsors through to November 2024.
- 4.10 Delivery of the ResidentConnect Programme is phased into three parts:

- Phase One includes the CRM Core technical build, Parking Permits and Payments, with go live in February 2025.
- Phase Two will include Accessible Transport and MyRBKC. The timeline for this phase is 6 months, expected to run from March to August 2025.

Phase Three will include Report It. The timeline is 4 months, commencing at the end of Phase Two 'go-live'. Go-live for this phase is anticipated in 2026.

Transformation Going Forward

- 4.11 Balancing the budget requires the Council to either reduce its costs or increase its level of income. For 2025/26 budget setting the Council has introduced a new approach through establishing a corporate Transformation and Savings programme. The aim has been to ensure the Council challenges itself to be more cost effective by working smarter and more efficiently, being ambitious and innovative whilst maintaining or improving outcomes for our residents, businesses, and staff, and whilst delivering the priorities outlines in the Council Plan.
- 4.12 This has involved setting up four cross-cutting workstreams to generate savings across the Council. These workstreams are:
- Operational Estate (£733,000 savings proposed)- this workstream aims to make sure all buildings are being used as effectively and fully as possible. Buildings in scope include parts of Chelsea Old Town Hall, Kensington Central Library, Pembroke Road, Kensington Town Hall and the lodges.
 - Capital/Funding Streams- this workstream seeks to explore the funding of the capital programme, options for reducing the revenue impact of capital borrowing (£500,000), and maximise opportunities for existing funding streams to mitigate revenue costs (£502,000). Some savings proposals in Appendix B have included a request to consider alternative funding sources. If any of these savings are taken forward using alternative funding sources there is a risk they are double counted with this £502,000 and will therefore increase the budget gap. Further detail on the capital element of this workstream is included in section 10 below.
 - Commercial- this workstream is looking all areas the Council can generate additional revenue through greater utilisation of our assets and services, for example opportunities through advertising (£725,000 additional income proposed), use of events space (£150,000 additional income proposed) and museums.

- Enabling Services and Process Reviews- this workstream aims to enhance service efficiency and achieve cashable savings by conducting a comprehensive review of the Council's enabling support services, other cross cutting services and business processes.

4.13 This report relates to the financial position on the Council's General Fund revenue budget and Capital Programme. A similar more detailed update on the Housing Revenue Account will be presented to Tenant's Consultative Committee in November 2024 and Housing & Communities Select Committee in December 2024 for feedback. It will then go to Leadership Team and Full Council in January 2025 for formal approval. A full timetable for General Fund budget setting and the HRA is shown in section 15.

5. NATIONAL CONTEXT

5.1 The Council's financial position must take into account the national context and issues affecting all local authorities.

Funding from Central Government - the Budget and Local Government Finance Settlement

5.2 The Chancellor delivered the Government's Budget Statement on 30th October 2024. As in previous years this did not go into detail on specific funding allocations for local authorities and these are expected to be announced in the provisional local government financial settlement in December. However an increase in core local government spending power of 3.2% was announced. This will include additional grant funding to support social care and is expected to include an inflationary uplift to the Council's Settlement Funding Assessment.

5.3 The budget confirmed the government's intention to reform the approach to allocating funding through the Local Government Financial Settlement, starting with a targeted approach to allocating additional funding in 2025/26, ahead of a broader redistribution of funding through a multi-year settlement from 2026/27. The government will set out further details through an upcoming local government finance policy statement. Therefore a one year settlement is expected to be announced in December 2024 for the financial year 2025/26.

5.4 This is most likely to be roll-over from 2024/25. Whilst officers consider Scenario Two the more likely of the scenarios to come to pass, especially following the Chancellor's Budget Statement, the Council must not lose sight that this could be overly optimistic. For example at the time of writing it has not been confirmed that the Council will be reimbursed for the increased Employers National Insurance from April 2025.

5.5 Depending on the extent of changes following the settlement an update may be presented to Leadership Team in January 2025 ahead of the full Council Tax and Budget Report in February 2025.

Inflation and Interest Rates

- 5.6 After a period of extremely high inflation by recent historical standards it has now reduced to much nearer the Bank of England target rate of 2%. The CPI for September was 1.7% down from 2.2% in August. The Bank of England expects it to edge up to 2.5% towards the end of 2024 before falling again in 2025.
- 5.7 The Council's financial plans assume inflation for pay, contracts, and fees and charges will be 2% for each year from 2025/26. If it remains higher than this this could increase the Council's staffing and contract costs and therefore increase the budget gap, albeit it this might be partly offset by larger than expected increases to fees and charges income.
- 5.8 The Bank of England base rate was reduced to 5% in August 2024 (from a peak of 5.25% from August 2023-July 2024). The Council's Treasury Advisors expect interest rates to continue to fall gradually to 4.25% at the end of the financial year and down to 3% by the end of 2025. This reduction if it materialises will reduce the revenue impact of borrowing for the Council's capital programme but will also reduce investment income earned on the Council's cash balances.
- 5.9 External geopolitical events such as further escalation in Ukraine or the Middle East could impact the global economy and push inflation and interest rates back up again. This would have an adverse impact on the Council's overall financial position overall.

Government legislation

- 5.10 Much of the Council's provision of services is governed by legislation – setting out services to be provided and to some extent how they are provided. It remains unclear if the new Government will introduce new legislation and requirements for Local authorities and at the time of writing this report, none are known.

6. LOCAL PRIORITIES

- 6.1 The new Council Plan 2023-2027 sets out the Council's vision to become the best Council for a borough that is greener, safer, and fairer. This Medium Term Financial Strategy ensures that the financial resources are available for the delivery of these priorities. This strategy should be read together with the Council Plan.
- 6.2 For each of the themes – greener, safer, fairer, the Council has set out what it wants to see and what it will do. These are outlined below:

A GREENER KENSINGTON AND CHELSEA

- o Clean air, clean streets, and greening

- o Parks and open spaces

A SAFER KENSINGTON AND CHELSEA

- o Safe homes
- o Crime and community safety
- o Support and safeguard adults and children

A FAIRER KENSINGTON AND CHELSEA

- o Housing
- o Advice and support
- o Celebrate, promote, and improve Kensington and Chelsea
- o Education, economy, and employment

- 6.3 The corresponding Council Plan Action plan describes in more detail how the organisation will meet these ambitions and covers the period from April 2023 – March 2025 so work has started to agree the delivery plan for the following two years.
- 6.4 The financial context described earlier in this report has encouraged us to concentrate next year on a clearer connecting vision and more focused group of priorities for delivery over 2025/26. This will help to provide cohesiveness to future work as well as supporting the Council to manage the future financial challenges.
- 6.5 In particular, the plan will take into account the following considerations:
- The need to identify the key political priorities and deliverables and distinguish this from the more routine business of the Council.
 - The implications of the Grenfell Tower Inquiry Phase 2 report and focusing our services where there is the most need.
 - The increasingly constrained financial environment, including the specific financial challenges in the short, medium and long term.
- 6.6 The delivery plan for 2025/26 will be published by March 2025.

7. BUDGET 2025/26 PREPARATION, RISKS AND UNCERTAINTIES

- 7.1 The remainder of this report focuses on preparing the budget for 2025/26 and provides an update on any known changes or new risks emerging.

Current Financial Forecast

- 7.2 The starting point of any preparations for the next year's budget is the current year financial position. In March 2024, the Council set a balanced budget for 2024/25. The first monitoring of spend and forecast against this budget was reported to Leadership Team in September 2024 and it showed overall a forecast overspend of £150,000.
- 7.3 The main reasons for this variance are an overspend in Housing and Social Investment (£4.3m) which has largely been driven by pressures within temporary accommodation due to the ongoing need to use commercial hotels to meet demand. This is a pressure being felt by councils across London and more details is included on this in paragraphs 7.66-7.71 below. This has been partly offset by an overachievement on parking income (£3.3m) and an overachievement of investment income earned from the Council's cash balances (£700,000).
- 7.4 Current 2025/26 budget proposals include £2.5m budget growth relating to temporary accommodation and an increase in the parking income budget of £2.8m. Interest budgets will be revised based on latest capital and interest rate forecasts ahead of the final 2025/26 Council Tax and Budget Report in March 2025.
- 7.5 The report on the 2024/25 quarter 2 financial position will be presented to Leadership Team in December 2024.
- 7.6 The second step is to review the assumptions underpinning the financial position for 2025/26 and this work took place over the summer. The latest information set out in the sections that follow show that there is now a budget gap of £9.6m or the budget is balanced as detailed in Table 2. Table 3 then shows the movements from the budget gap of £19.9m/£10.3m for 2025/26 reported in July 2024 to the now £9.4m budget gap/balanced budget.

Table 2 Analysis of Movements – Budget 2024/25 (set in March 2024) to Budget Gap/(Surplus) 2025/26 (as at November 2024)

£'000	Scenario 1	Scenario 2
Balanced Budget 2024/25 (set in March 2024)	0	0
Inflationary increase in fees and charges (para 7.28-7.30)	(1,684)	(1,684)
Budget Pressures/Growth (see Appendix A and Table 4)	11,360	11,360

Changes in levy charges (including concessionary Fares) (para 7.39-7.40)	1,734	1,734
Contract Inflation (2025/26) (para 7.38)	4,799	4,799
Financing of the Capital Programme	3,354	3,354
Council Tax	(2,930)	(2,930)
Pay Inflation (2025/26) (para 7.37)	2,530	2,530
Reduction in transfer to reserves	(2,104)	(2,104)
Additional Social Care grant falls out	8,004	0
Inflationary Uplift in SFA	0	(1,422)
Budget Gap (November 2024) – Before Budget Reductions	25,063	15,637
All Savings Proposed (as per Appendix B)	(15,637)	(15,637)
Budget Gap/(Surplus)	9,426	0

Table 3- 2025/26 Budget Position

2025/26	Scenario 1	Scenario 2
Budget gap/surplus as of July MTFS	19,761	10,335
New Growth since July MTFS	3,692	3,692
Savings proposed	(14,027)	(14,027)
Budget gap/surplus as of Nov Report	9,426	0

Funding

Local Government Finance Settlement

- 7.7 The specific financial implications for Local Authorities, including the level of Government funding will be set out in the draft Local Government Finance Settlement 2025/26. Our Financial Plans for 2025/26 assume the same level of funding as in the current year - £12.7m of RSG and £57.7m of retained business rates and all service specific grants remain the same in Scenario One. Scenario Two meanwhile assumes an inflationary increase to £14.1m of RSG. Although officers believe Scenario Two is the more likely this does however remain a financial risk and any government funding below these levels would increase the budget gap.
- 7.8 As referred to in section 5 changes to local government funding are expected to be implemented by the new government this parliament, most likely from 2026/27. It is expected that any change in the funding formula will result in a loss of funding for Kensington and Chelsea and London. Although it is difficult to predict the quantum of the loss, knowing that it will now be no

earlier than 2026/27 provides the Council with an opportunity for longer term planning for this funding loss.

- 7.9 The Council's independent advisors have done some modelling based on existing government plans for "fair funding" which assumes any loss following anticipated reform of local government funding would be limited to 1.5% (£3.8m) of total resources in 2026/27 and a further 5% (£11.8m) in 2027/28. However, their modelling of this transitional support assumes that second homes premium is a component of the funding formula and that all Councils have applied the second homes premium from 2025/26. At this time the Council has not made a decision on the implementation of this premium and will continue to consider it as the fairer funding formula and budget develops.
- 7.10 Any reductions in Government grant increases the budget gap if not coupled with reductions in spend. The Council is assuming that any reductions will not take effect until at least 2026/27 and transitional arrangements will be put in place to ensure any reductions are phased over a period of time. The current budget gap does not include any reduction of funding for these or changes relating to the borough's population but this will be kept under review.

Public Health Grant

- 7.11 Public Health responsibilities were passed to Local Authorities from April 2013 and the Council's ring-fenced Public Health Grant for 2024/25 is £23.3m. The grant for next year will not be known until March 2025 but the grant is expected to rise by inflation as per previous years. Financial Plans currently assume a 2% increase.

The Council maintains a Public Health Reserve for any unspent grant. This reserve is entirely ringfenced for eligible spend on Public Health. The projected reserve balance at the end of 2024/25 is £4.7m, reducing to £1m by the end of 2027/28.

Better Care Fund and Adult Social Care Grant

- 7.12 The Better Care Funding (BCF) regime was introduced from 2015/16 as a programme spanning both the NHS and local government. It seeks to join-up health and care services so that people can manage their own health and wellbeing and live independently in their communities for as long as possible. The BCF plan for 2024/25 includes services of £24.3m. (£14.7m RBKC and £9.6m North West London Integrated Care Board [NWLICB]). Each year the BCF increases, based on the NHS contribution to adult social care uplift to NHS minimum contribution.
- 7.13 The improved Better Care Fund (iBCF) is a funding stream that was first announced in the 2015 Spending Review. It is paid as a direct grant to local government, with a condition that it is pooled into the local BCF plan. The

iBCF is currently £7.7m and financial plans assume it will remain at a similar level in 2025/26.

- 7.14 The Council also receives a grant for Adults and Children's social care. This was increased in 2023/24 to £13.9m and £18.3m in 2024/25. The increases in these two years were a reallocation of money that had been set aside to implement the delayed social care reforms detailed in the previous paragraph. Confirmation of whether the grant continues at the increased higher level for 2025/26 will be confirmed when the provisional Local Government Finance Settlement is published later in the year.
- 7.15 Given the fiscal uncertainty it is unclear whether this funding will continue at the increased level of 2023/24 and 2024/25. Therefore the Council has modelled the 2 scenarios with the impact of this staying in and dropping out on the financial position.

Other Grants

- 7.16 The number of other grants that the Council receives is now relatively small in terms of both number and value. The majority are assumed within individual service budgets and any reduction in grants will need to be matched by reductions in expenditure.
- 7.17 The Council will continue to work with other boroughs to lobby Government to recognise the pressures of Local Government and more local London issues in determining funding allocations particularly in terms of any new funding formula that is introduced.

Business Rates

- 7.18 The Council collects business rates on behalf of the Government and the level of taxes paid by business is determined by the rateable value (RV) of their business property and the pence paid per pound of RV. For 2024/25, this has been set at 54.6p for large businesses and 49.9p for smaller businesses. In the Chancellor's Budget Statement on 30th October it was confirmed the small Business Rates Multiplier will again be frozen at 49.9p for 2025/26. The Standard Multiplier will be uplifted by the September CPI to 55.5p. Business Rates Relief for the Retail, Hospitality and Leisure (RHL) Sector will continue. However in 2025/26 this will fall from 75% to 40% up to a cap of £110,000 per business. Local Authorities will be fully compensated for the loss of income and administrative costs from these measures. The Council has no control over either the RV of business premises or the pence paid per pound of RV. The revaluation of properties for business rates took place with effect from 1 April 2023 based on the rental market as at 1 April 2021. Transitional arrangements were brought in to ease the impact of revaluation on businesses.
- 7.19 Reforms to the business rates system had been on the previous government's agenda since 2016. On 30th October the Government

published a discussion paper “Transforming Business Rates” on options for future reform. Initially the intention is to focus on the Retail, Hospitality and Leisure Sector having permanently lower business rate multipliers from 2026/27. RHL properties currently paying the standard multiplier would also benefit from this. This intention is to fund this from a higher multiple for properties with rateable values above £500,000.

Council Tax

- 7.20 The continuing reduction in Government financial support has meant that income from Council Tax has become increasingly important for funding Council services. The 2023/24 local government finance settlement confirmed that the referendum threshold limit for council tax increase in 2023/24 and 2024/25 will remain at 3% per annum and up to an additional 2% can be included for the adult social care precept for authorities with social care responsibilities. The adult social care precept is important in helping the Council meet and manage demand for adult social care services given its challenging operating context. There has been speculation the new government may increase or even remove these referendum threshold limits. Any changes here would likely be confirmed in the Budget or Settlement.

- 7.21 There are two main drivers for Council Tax income – the level of tax and the number of properties paying the tax. Currently every 1% increase in Council Tax increases income by approximately £1m.

Council Tax Level

- 7.22 Our Council Tax at £1,037.58 for a Band D is the fifth lowest both nationally and in London and is well within the Council’s aspirations to be in the lowest quartile. The borough has over 35,000 properties which are either Band G or Band H with council tax at £1,729.30 and £2,075.16 respectively. Therefore, although Band D is the average used nationally, the high level of more expensive properties means that Council Tax becomes an even greater source of income.

- 7.23 Financial Plans assume the Adult Social Care precept of 2% will be recommended to Council as well as a 1% increase in general Council Tax. However the decision on general Council tax increases for 2025/26 will not be agreed until March 2025 by full Council, following a recommendation from Leadership Team in February 2025.

Council Tax Base

- 7.24 The second determinant of council tax income is the tax base. For 2025/26, financial plans assume the base will remain in line with 2024/25 but this remains under review over the next few months and the speed at which housing developments within the borough are completed. The Council Tax

base for 2025/26 will be agreed in January 2025 by the Section 151 Officer under delegated responsibility and will be used in setting next year's budget.

- 7.25 Before 2024/25 empty homes in the borough were required to pay a Council Tax premium after they have been empty for more than two years. With effect from April 2024 the Levelling Up and Regeneration Bill allowed councils to apply a premium of up to 100% after a property has been empty for one year. In February 2024 Full Council agreed to apply this option and extend the premium to properties that have been empty for more than one year. This is expected to generate an additional £871,000 of council tax income in 2024/25. However at this stage it is not clear if government funding to Councils will be adjusted as a result of this premium and there is a risk the government will in future reduce the core spending power funding allocation to take into account this increase in council tax income. Financial plans assume this premium continues to be charged in 2025/26 and going forward.
- 7.26 In October 2023 the Government's Levelling Up and Regeneration Bill received Royal Assent. This gives Councils the power to apply a premium of up to 100% of the Council tax to owners of second homes in the borough. Any Council wishing to do this is required to make a Council resolution confirming their intention at least 12 months prior to the financial year in which the changes will come into effect. In order to maintain the Council's flexibility to do this, in March 2024 Leadership Team agreed to make a determination and publish the requisite notice in order to allow the Council the option to apply a Second Homes Premium of up to 100% from April 2025 should it decide to do so. The final decision will be made as part of the budget setting process and will need to be agreed by Full Council in March 2025. No decision has yet been made on this or is assumed in this MTFS.

Council Tax Collection

- 7.27 Council tax collection has historically been high in Kensington and Chelsea and in 2024/25 is forecast to be 97.5%. The pandemic had a negative impact on the council tax income collected because of the increase in number of claimants seeking reliefs from local council tax reduction scheme (LCTRS) and the higher than usual bad debt provision. However, collection rates have improved and are forecast to be back to pre-pandemic levels.

Fees, Charges and Rental Income

- 7.28 Income from fees, charges, sales and rental income in 2024/25 is expected to be £143m. The majority is collected through statutory and discretionary fees and charges for services but £13.8m relates to rental income on commercial properties.
- 7.29 Financial Plans currently assume that on average discretionary fees and charges will increase by 2% from April 2025 which equates to an additional £1.7m in income. This is in line with the assumed increase in costs.

- 7.30 The proposed fees and charges for 2025/26 are presented in two appendices to the report. Appendix E sets out all the proposed charges for 2025/26 but for some services that take advanced bookings charges are agreed two years in advance and 2026/27 charges are also proposed. Appendix F sets out explanations for these exceptions.

Investment Income and Borrowing

- 7.31 Income from investment of available cash balances can usually contribute to the Council's financial position but is directly affected by macro-economic conditions. The average rate of return in the current year so far is 5.2%. Financial Plans currently assume an average rate of return of 3.8% in 2025/26 although this will be reviewed before the budget is set in March 2025. However cash balances have dropped significantly and therefore investment income will be relatively low even if the rate earned is higher than current financial plans.
- 7.32 The Council needs to borrow to part fund its capital programme. On external borrowing the Council's strategy has been to support a policy of limiting the need for borrowing by the utilisation of internal funds as far as possible. However the Council's cash balances have declined to the extent that external borrowing has been required midway through the current financial year with tranches of £20m and £25m taken in August and September 2024 respectively. These were taken by the HRA taking advantage of the cheaper rate it is able to secure from the PWLB (0.40% below normal PWLB rates).
- 7.33 Although interest rates remain high by historic standards they are now starting to fall from the peak they have been at over the last 15 months. The interest rate on existing borrowing is fixed and therefore unaffected by these movements in interest rates. However due to the size of the capital programme, financial plans currently allow for £100m of new General Fund borrowing to be incurred in 2025/26. Interest rates on borrowing has also increased and the average interest rate on new borrowing for 2024/25 is assumed at 4.7%. Given the now higher interest rate environment compared to the last 15 years, it is even more important that the Council's capital programme reflects the Council's priorities and investment that will have the most impact. The final borrowing requirement including revised interest rate assumptions for 2025/26 will be presented to Leadership Team in February 2025 as part of the final budget report.
- 7.34 The Council's Treasury Management Strategy provides the framework that the Council operates within to maximise these returns prudently and is reviewed annually as part of the budget setting process. The next iteration will be presented to Leadership Team in February 2025 for recommendation to full Council.

Forecast Revenue Spending 2025/26

Budget Pressures/Growth

- 7.35 Each year, the budget will include extra provision for pressures that are known and can be quantified. These are largely focussed around increase in service demands and are separate to inflation and pay provision which is held centrally. Details of the specific service pressures for 2025/26 are summarised in Table 4 and set out in full in Appendix A.
- 7.36 The Council is also proposing to recreate a corporate contingency budget of £3.7m (in 2024/25 this was replaced by one-off funding from the Contingency Reserve) to cover any further unforeseen spending pressures. This is included in Table 4 below and Appendix A.

Table 4– Service Budget Pressures/Growth 2025/26

New Growth Pressures (£'000)	Budget Proposals submitted before July MTFS	Budget Proposals submitted since July MTFS	Grand Total
Adult Social Care and Public Health	500	40	540
Chief Executive	0	75	75
Children's Services	1,176	23	1,199
Environment and Neighbourhoods	0	1,052	1,052
Housing and Social Investment	774	1,926	2,700
Resources and Customer Delivery	500	1,594	2,094
Corporate Contingency funded by reserves in 24/25 back in base budget	3,718	(18)	3,700
Centrally held budgets (estimated growth for E&N, CE and R&CD replaced by actual growth items since July)	1,000	(1,000)	0
Grand Total	7,668	3,692	11,360

Pay

- 7.37 The Council's General Fund staffing costs are around £120m each year. Financial Plans currently assume 4% (£4.5m) provision for pay inflation. However the pay offer has now been agreed at £1,575 per employee or a 2.5% increase whichever is higher. Officers are working through the detailed financial implications of this but initial estimates suggest this will be able to be managed within existing financial plans. Pay increases for 2025/26 are assumed at 2% but this will remain subject to negotiations.

- 7.38 The 2024/25 budget had assumed 4% (£4.5m) provision for pay inflation. However the pay offer has now been agreed at £1,575 per employee or a 2.5% increase whichever is higher. Officers are working through the detailed financial implications of this but initial estimates suggest this will be able to be managed within existing financial plans.

Inflation

- 7.39 The economy is facing much uncertainty over the short and medium term which impacts on costs and income that are driven by these conditions. The Council's spend with third party organisations is £242m, either through contracts, grants, or other commissioning arrangements. Many of these will be subject to inflation increases and linked to different indices, including CPI, RPI and industry specific indices. For 2025/26 and beyond provision in financial plans is 2% or £4.8m. Officers are currently undertaking a detailed line by line review of contracts to more accurately estimate the inflation pressures for 2025/26 and consider whether there needs to be an inflationary contingency for next year's budget for increases above the £4.8m that has already been set aside for contract inflation.

London Wide Levies

- 7.40 The Council contributes to a number of London wide levies each year. The Council's contribution to Concessionary Fares is included in this budget and financial plans currently assume this will increase from £7.5m to £9.1m in line with previous financial plans as travel has recovered from the drop during the pandemic. The actual amount will be confirmed by London Council ahead of budget setting and the budget will be amended accordingly.
- 7.41 Other levies are assumed to increase by 2% and include the Council's contribution to the London Boroughs Grants Scheme, Environment Agency, and London Pensions Fund Authority. The actual 2025/26 contributions will become known over the next few months.

Adult Social Care

- 7.42 The demand-led Adult Social Care financial landscape remains challenging, due to increasing demand for and complexity of social care services. The council is experiencing higher numbers of referrals this year than any other year in recent memory, both from the community and, most significantly from hospital discharges. This is reflected in the rising cost of home care placements and bed-based care.
- 7.43 Following a detailed analysis conducted by our transitions and finance teams, there will be six cases of large care and support packages transitioning from Children's Services in 2025/26. They have challenging behaviours and complex physical, autism and mental health needs. None of the cases are projected to be eligible for CHC funding.

- 7.44 The mental health workload has also increased significantly. There has been a 12% increase in Care Act referrals between September 2023 and June 2024 (increased complexity and increased need for larger packages of support and need for specialist placements).

Special Educational Needs

- 7.45 The complexity of need of vulnerable children supported by the Council is increasing. The number of children the Council is supporting who have Education, Care and Health Plans (EHCPs) has steadily increased from 529 in 2018 to 761 at the start of 2024. As at May 2024 there are 800 live EHCPs as well as 114 active assessments, the outcome of which may or may not result in a plan. New assessments during 2023 were higher than the previous year and nationally, 30% of EHCPs are for autism in comparison to 47% currently in Kensington and Chelsea.
- 7.46 The impact of the pandemic on children's education and well-being is evident. NHS colleagues have highlighted an unprecedented increase in young people with eating disorders in tier 4 provision and a spike in referrals for mental health needs. Growth in this area puts pressure on both the social care and home to school transport budgets.
- 7.47 Whilst we are seeing savings in overall SEN transport costs, this follows significant investment (£20m) to build a local SEN special school to help meet the increasing demand.
- 7.48 A more detailed update on the financial position of schools funding is set out in Section 12 below. Currently the funding of high needs is through a separate ring-fenced grant and the Council will continue to lobby for additional funding for schools but there is a risk that in future, these pressures could fall to the Council to fund.

Children Looked After and Care Leavers

- 7.49 Financial Plans include £1m for pressures in Children's Services generally each year over the next three years.
- 7.50 The numbers of Children Looked After, who are not unaccompanied asylum seekers (UASC), has increased by 16% since the start of 2023/24. Whilst the council received funding from the Home Office for UASC, whose numbers have stayed stable, there is no additional funding for this cohort.
- 7.51 There is also an increasing number of former unaccompanied asylum seeking children who are now care leavers. The numbers have increased from 68 in 2019/20 to 119 at the end of 2023/24. Funding is provided by the Home Office but there is an average shortfall of £150 per week per person that is funded from Council budgets, this is £7,800 per person per annum and on current numbers is approx. £928,000 per annum. This is funded from existing service budgets.

Grenfell

- 7.52 Services funded from the Grenfell Recovery Programme (2019-2024) have now started to transition, with some services continuing into 2025.
- 7.53 Moving forward, there is a new programme of focused support for bereaved and survivors and the immediate local community around Grenfell Tower over the next four years (2024-28). This support is part of the Restorative Justice component of the Global Settlement Agreement (GSA) and will be funded by the Council, the Government and some of the other parties to the GSA. It is entirely separate from the arrangements for individual compensation.
- 7.54 The new support ('future Grenfell support') includes the following three programmes:
- Personalised support for bereaved family members and survivors, including all claimants who are bereaved and survivors, regardless of where they live.
 - Specific emotional, wellbeing and community support to the immediate local community, including claimants and others living in the vicinity of the Tower.
 - Education and training support for the benefit of claimants and their families (irrespective of where they live) and the immediate community.
- 7.55 These programmes have been designed with bereaved, survivors and the immediate local community. The implementation of the programmes is now underway and the new support is beginning to be rolled out in the 2024/25 financial year, with elements of the education and training support due to be launched in 2025/26.
- 7.56 The Council's contribution to this Restorative Justice programme is estimated at £12m and was part of the £75m capitalisation direction requested by the Council last year to help cover the cost of resolving all claims that have been lodged since the tragedy. This direction has now been approved in full by the government and these costs will be funded by external borrowing in line with the terms of the capitalisation direction. The related borrowing initially had to be made at a premium rate of PWLB plus 1%. However in October 2024 the government confirmed it was removing this premium rate for borrowing relating to requests for exceptional financial support in the future. At the time of writing the Council has outstanding borrowing of £20.9m already taken at the premium rate with a balance of £53.3m still to be borrowed. It remains unclear if the Council will be refunded the higher interest it has already paid on its existing loan and/or will be able to repay this loan early without a penalty and refinance at a rate without the premium.

- 7.57 The revenue implications associated with this borrowing will be funded from the Civil Claims reserve, which is due to be utilised in full by 2026/27.
- 7.58 The substantive contributions from other parties have now been received, with the exception of the Government funding, which is the single largest contribution to the programme. The contributions received to date have been placed in an interest-bearing account and interest that accrued will be reinvested in the programme. Negotiations are ongoing with the Government to ensure that this funding is paid in a timely way and that residents do not lose out from the contribution not being paid upfront.
- 7.59 Alongside the core funding for the new programme of future Grenfell support, the Council and other parties to the Global Settlement Agreement have also agreed to make a separate contribution to cover the associated administration and delivery costs. This is entirely separate from the funding for the main programme and is included in current financial plans. The contributions cover the costs of the consultation and the External Scrutiny Team (EST), which was selected by claimants' legal representatives to scrutinise the Council-led consultation and lead their own consultation on future monitoring and scrutiny of the programme. The contributions also cover the administration and delivery costs of the new programme over the next four years, including coordination, support for delivery and any oversight arrangements recommended by the EST.

Risks

- 7.60 The direct costs of the new support will be entirely met from the contributions of the main parties to the GSA and the delivery costs will be met from the funding set aside for this purpose. The June Leadership Team decision on support for the immediate local community envisaged external contribution to the programme, specifically to increase the reach of free leisure centre memberships. Discussions are ongoing about this funding but if it is not secured, this could affect the reach and effectiveness of this element of the programme.
- 7.61 The specific support put in place through this programme is only one element of the work of the Council and its partners to support longer-term recovery from the Grenfell tragedy and to ensure learning from Grenfell is used to build a positive legacy from the tragedy. The draft Joint Strategic Needs Assessment summarises the wider needs of those affected by the tragedy, many of which will need to be addressed by wider services provided by the Council and its partners. Moreover, throughout the consultation and engagement activity to date we have heard clearly that residents expect to see longer-term changes in key areas such as housing, health and resident engagement.
- 7.62 These are challenges for the whole Council and the wider system. The financial implications of these challenges are not yet known and further work

is necessary to establish how services will need to be adapted to meet the needs of the bereaved, survivors and the immediate local community.

- 7.63 As part of its work to scrutinise the Council-led consultation, the External Scrutiny Team has also made wider recommendations for the whole Council to consider. These are based on what they have heard from bereaved, survivors and residents through their engagement. The EST's report focuses on embedding restorative and trauma-informed approaches across the Council's work. The report identifies 14 individual recommendations across three broad areas: (i) the way the Council connects with (and trusts) its residents; (ii) resident experience of service delivery; (iii) ways of working across the Council and with the Grenfell Partnerships Team.
- 7.64 Work is underway to respond to these recommendations, including capturing activity already underway, setting out further actions to be taken and considering any potential areas of overlap with the Council's response to the Grenfell Tower Inquiry report. The Leadership Team is expected to approve a formal response to the EST's wider recommendations in December 2024 and any financial implications for the Council will be clearly spelt out in that report.
- 7.65 Grenfell Tower Inquiry published its final report on 4 September 2024. The Inquiry identifies significant failings by the Council in relation to the oversight of the Tenant Management Organisation (TMO), the management of fire safety, the refurbishment of the Tower and the handling of the immediate aftermath.
- 7.66 Although the Inquiry's recommendations are not directly for the Council, the report's findings have profound and far-reaching implications for our work and for our future plans and strategies in key areas.
- 7.67 These will be set out in our formal response to the report, which Full Council will be asked to consider at its meeting on November 2024, following discussion at Leadership Team and by the Overview and Scrutiny Committee (OSC). The response, and any preparatory reports to Leadership Team and OSC, will clearly set out any immediate financial and other significant implications for the Council and outline how these will be addressed. The response will also indicate where any future Leadership Team or Lead Member decisions might be required, and such decisions will be informed by detailed financial and other relevant advice.

Homelessness and Housing

- 7.68 The Council currently has over 2,000 households in temporary accommodation. The available social housing stock in the borough is over 18,000 units, of which 7,000 are council owned.
- 7.69 The number of households in temporary accommodation has been stable over the last few years. However, behind that stability is a perfect storm of

increased demand for the service, ever increasing waits for permanent accommodation, and reductions in the availability of the most cost-effective temporary accommodation.

- 7.70 The increased financial pressures is largely due to a very limited and expensive private rental market making it difficult to find new property when a rental agreement expires, combined with ongoing cost of living pressures.
- 7.71 The reduction in the supply of temporary accommodation is due to a range of factors including: high mortgage rates and changes in taxation making landlords leave the market; a pressurised rental market making it possible for landlords to increase rents; more lucrative Airbnb type rental, and competition from other local authorities for out of borough placements.
- 7.72 This has resulted in the Council having to increase rental payments in order to retain existing properties and to resort to increased usage of commercial hotels such that there was an overspend of £4.6m in 2023/24. The use of commercial hotels has been significantly reduced in the current year, however the cost savings arising have been largely absorbed by the increasing costs of all forms of temporary accommodation. The income stream from temporary accommodation rents remains fixed at 90% of 2011 Local Housing Allowance rates meaning that any increase in the cost of temporary accommodation has a direct impact on the cost of the service.
- 7.73 Due to these pressures £2.5m budget growth has been included in Appendix A for 2025/26.

Parking Income

- 7.74 Parking income has increased during 2024/25 and as a result the income budgets have been increased by £2.8m from 2025/26. If this income stream does not remain at these elevated levels this could mean these budgets end up underachieving on these new higher income targets. However there is headroom between the proposed budget increase and the 2024/25 overachievement (£3.3m) which should mitigate this risk.

Pembroke Road

- 7.75 This property is multi-functional building on both sides of Pembroke Road. There are depot facilities on the lower levels with residential housing above. In addition, the south side provides office accommodation. The Council's refuse and street cleansing contractor operates from the depot, the Council provides these facilities as part of the contract. Some works have been identified as being required at the north side of the depot such that the service has been relocated to other temporary rented sites. The Council is undertaking an options appraisal to determine the feasibility and cost of repairing the entire building and upgrading the depot to provide a facility that will meet current and future needs including those arising from the electrification of the fleet of vehicles. The outcome of the project appraisal is

expected later in the autumn. However, it is likely that all options will require significant expenditure so some provision will need to be made in the MTFS both capital and revenue costs. The current full year costs of the temporary arrangements are £660,000 and are being funded corporately.

- 7.76 The temporary depot facilities are currently on short leases with no guarantees about their availability in the longer term. Work is underway to search for additional sites that could be used for depot facilities in the event that Pembroke Road cannot be made fit for purpose and future proofed or that the duration of remedial works will run beyond the current lease duration.

Cyber Security

- 7.77 Over the past few years, the Council has seen dramatic changes in the way it operates and interacts with customers, partners, government departments, and regulators. While the Council largely continues to operate on a 9-5 model for business hours, a significant number of services are available 24/7 online; the vast majority of the Council's information assets are in electronic format, and they are stored not on Council premises but in the Cloud. These changes necessitate new and appropriate tools to defend the security of Council assets.
- 7.78 Budget growth of £300,000 to enhance cyber security is proposed over the period 2025/26-2028/29 including £150,000 in 2025/26 and included in Table 4 and Appendix A.
- 7.79 This growth is to ensure that the Council keeps up to date with appropriate security tools, with the majority of the funding going to one of the most fundamental building blocks that has to be in place on a permanent basis - that of a 24/7 Security Operations Centre with Managed Detection and Response functionality. Other tools equally support the defence of assets, as well as detection and containment of malicious activity to ensure the Council can maintain and improve its security posture to continue to deliver on all of its statutory services. These measures and tools include the ongoing management and building of Zero Trust Architecture, vendor risk management, routine independent IT health checks, and penetration testing.
- 7.80 Implementation of the above will build on progress already made in moving towards Zero Trust (a robust and secure delivery model), implementing a Security Operations Centre on a proof of concept basis, and improving the usage of tools already in place (e.g. Microsoft Secure Score).

Climate Change and Achieving Net Zero

- 7.81 Achieving Carbon Net Zero by 2030 for the Council's estate is a priority but is extremely ambitious both operationally and financially. The Climate Emergency Action Plan was presented to Leadership Team in April 2022. Operational buildings and schools represent around 28% of the total in-

house carbon emissions, with Council owned social housing estates being responsible for 57%. Therefore, the Council must prioritise making these buildings as close to zero carbon as possible via retrofitting and adopting a whole building / fabric first approach, to meet its 2030 carbon neutral commitments.

- 7.82 Initial estimates are that the cost of achieving net carbon zero for the Council's estate will be an estimated £144m. £96.6m of this £144m relates to making the Council's housing stock carbon neutral and £47m relates to non-domestic buildings and transport.
- 7.83 However, this is before the high levels of inflation of recent years which will increase these costs. The HRA Business Plan includes £100m of spend on the Council's housing stock but funding has not yet been fully identified to decarbonise the Council's housing stock. The Council committed officially as reflected in the Council Plan £14m towards the Retrofit Accelerator Programme for schools and operational buildings. However, £8m has only been included in the capital programme with £6m remaining in the pipeline. The Council has secured additional external funding such as Public Sector Decarbonisation Fund, Social Housing Decarbonisation Fund, Mayor of London etc. to contribute towards delivering the climate emergency commitments but is a long way short of the overall amount that will be required. For example, the Council has secured more than £10m from the Public Sector Decarbonisation Scheme Phase 3B and 3C to deliver Phase 1 and Phase 2 of the Retrofit Accelerator Programme and to install low carbon heating systems in schools and operational buildings. These Governmental grants require match funding.
- 7.84 The Council's Carbon Neutral Pathways Report has estimated the investment required by the Council to be a net zero organisation by 2030 to be around £144m. This is only an estimate and is highly likely to increase once detailed survey work is done on the work required and agreement is reached on how required offsetting is dealt.
- 7.85 The Council's MTFs published in July set out the Council's intention to maximise all possible external funding opportunities and look at other financial and investment models in order to minimise required borrowing and subsequent interest costs. For example, the Green Finance Institute is providing technical and financial assistance on covering some of the funding gaps and identifying new blended approach financial models to cover some of the gaps. Where borrowing is required, it will look to use favourable loan sources where possible and work in partnership with other local authorities, the Greater London Authority (GLA) and the private sector when appropriate. External borrowing at market rates either from the PWLB or financial institutions will only be done once other more favourable sources have been fully utilised.

New Responsibilities

- 7.86 There will always be a risk of Government introducing new responsibilities for Local Authorities and this is even more possible with a new Government. Financial Plans assume that any new responsibilities would be fully funded from Government.

8. THE OVERALL FINANCIAL POSITION

- 8.1 In 2025/26 the Council will continue to deliver on the vision set out in the council plan that was agreed by Council in March 2023. However, given the challenging financial environment over the years ahead, the delivery plan for 25/26 will have a more focused set of priorities.
- 8.2 Taking into account the information in the sections above, the Council is expected to spend £187m to deliver its services and respond to these budget pressures. This means before any new savings proposals there is a budget gap of £25.1m in Scenario One and £15.7m in Scenario Two. Budget reductions will be required equal to the eventual gap to set a balanced budget for 2025/26.

Balancing the 2025/26 Budget

- 8.3 Balancing the budget requires the Council to either reduce its costs or increase its level of income. For 2025/26 budget setting the Council has introduced a new approach through establishing a corporate Transformation and Savings programme, continuing the good work that has already been undertaken in the Street Enforcement and Customer Access teams. The aim has been to ensure the Council challenges itself to be more cost effective by working smarter and more efficiently, being ambitious and innovative whilst maintaining or improving outcomes for our residents, businesses, and staff, and whilst delivering the priorities outlines in the Council Plan.
- 8.4 This has involved setting up four cross-cutting workstreams to generate savings across the Council. These workstreams were detailed in section 4.
- 8.5 In addition to these workstreams individual directorates were also asked to find departmental savings equivalent to around 8% of their staffing budgets.
- 8.6 As well as the Transformation and Savings Programme the Council has also for the first time during budget setting held individual officer/member “Budget Challenge” sessions for each individual directorates. At these meetings the relevant Lead Member and Executive Director have discussed their budget proposals and been challenged by the Lead Member for Finance, Customer Services and Net Zero, Section 151 Officer and Chief Executive. This has helped increase confidence further that the savings proposed and the budget the Council is setting will be robust.
- 8.7 Full details of the proposals are set out in Appendix B and summarised in Table 5.

Table 5- Proposed Budget Reductions 2025/26

	2025/26
	£'000
Enabling Services	(500)
Reducing the revenue impact of capital borrowing (£500,000) and maximise opportunities for existing funding streams to mitigate revenue costs (£502,000)	(1,002)
Commercialisation	(875)
Operational Estate	(733)
Total Cross-Cutting Savings	(3,110)
Adult Social Care and Public Health	(1,550)
Chief Executive	(682)
Children's Services	(1,207)
Environment and Neighbourhoods	(4,935)
Housing and Social Investment	(808)
Resources and Customer Delivery	(3,345)
Total Departmental Savings	(12,526)
Total Savings	(15,637)

8.8 Table 6 shows the impact of all savings on the budget gap in the two scenarios the Council has modelled.

Table 6- Budget Gap after Savings Proposals

£'000	Scenario 1	Scenario 2
Budget Gap (November 2024) – Before Budget Reductions	25,063	15,637
New Savings Proposed (as per Appendix B)	(15,637)	(15,637)
Budget Gap/(Surplus)	9,426	0

8.9 Despite the level of uncertainty in economic conditions and Government funding, both of which are not yet confirmed, officers are confident that a balanced budget can be achieved for 2025/26 if Scenario Two comes to pass with the additional Social Care Grant continuing and an inflationary uplift to the Council's SFA.

- 8.10 If the Council's SFA is frozen in cash terms and the social care grant does not continue as in Scenario One this budget position is considerably more challenging. As stated above this scenario is considered less likely of the two. However it is still a risk and if it does come to pass further options would need to be considered between now and budget setting such as making further savings, not approving existing growth proposals, raising additional income, further reducing the Council's capital programme (and subsequent borrowing costs), greater use of reserves (this is one-off so not sustainable or advisable to fund on-going pressures), and/or increasing Council Tax by more than currently assumed (1% main rate and 2% Adult Social Care Precept).

9. APPROACH TO LONGER TERM SAVINGS – 2026/27 ONWARDS

- 9.1 Assuming the Council is able to achieve a balanced budget for 2025/26 there remains significant financial challenges for the following three years. From 2026/27 to 2028/29 a budget gap of between £14m and £19m remains from as shown in table 6 shows.

Table 7- Budget Gap 2026/27-2028/29

Assumes 2025/26 Balanced	2026/27	2027/28	2028/29	Total
	£'000	£'000	£'000	£'000
Budget Gap (Scenario 1): In Year	5,944	6,422	6,451	18,817
Budget Gap (Scenario 1): Cumulative	5,944	12,366	18,817	18,817
Budget Gap (Scenario 2): In Year	4,494	4,943	4,943	14,380
Budget Gap (Scenario 2): Cumulative	4,494	9,437	14,380	14,380

- 9.2 This position for future years is based on a number of assumptions. These are set out below and there is a great deal of uncertainty on many of these which could move the position either favourably or adversely.
- 2025/26 budget is balanced;
 - All savings previously proposed (including those proposed in this paper) are achieved in full;
 - Demographic pressures of £500,000 and £1m in Adult Social Care and Children's Services respectively each year;
 - Temporary Accommodation pressures of £500,000 each year;
 - £1m each year going forward for growth requirements in other service departments;

- Inflation of 2% each year for contracts, pay award, and fees and charges;
- Adult Social Care Precept of 2% charged each year plus 1% increase in main Council Tax;
- Maintain the current empty homes Council Tax premium for properties empty for more than one year;
- No additional council tax charge for second homes;
- 3.1% interest on any new external borrowing and 2% earned on any cash balances;
- The Council is not made worse off by any reform to local government funding expected after 2026/27;
- No provision for the potential for the general fund to fund the DSG deficit after 2026/27.

9.3 As detailed in paragraphs 8.3-8.7 the Council has taken a new approach with its Transformation and Savings Programme for 2025/26 budget setting and intends to continue the programme going forward, both to develop new savings proposals for future years and to monitor proposals taken forward in 2025/26. The monitoring process will cover all savings and growth proposals but will have a particular focus on identifying any issues that arise from dependencies across departments to ensure that things do not fall between the gaps.

9.4 The work starting on developing a more focused set of priorities for 2025/26, within the ambitions of the Council Plan, will help to provide cohesiveness and principles for the development of future savings proposals, which will likely again be a combination of cross-cutting workstreams and departmental savings.

9.5 In the longer term, the Council wants to move away from one year budget setting to planning the finances over the longer term and a balanced four year Medium Term Financial Strategy that sets out the resourcing framework for delivering the Council Plan. A multi-year settlement is expected from the government from 2026/27 which may make this ambition more achievable in future years. However, although a multi-year settlement would be welcome the actual impact on the Council can only be judged once it is clear how it impacts on funding formulae and subsequent allocations.

10. CAPITAL PROGRAMME UPDATE

10.1 Over the last 18 months work has continued on the development of a new Strategic Capital Programme Framework through the Capital Programme

Management Office that will provide the mechanism and tools to improve the capital programme's oversight and governance functions.

- 10.2 The capital programme and pipeline were reviewed a year ago which resulted in significant savings in revenue borrowing costs compared to previous financial plans (approximately £1.9m from 2025/26 and £700,000 from 2026/27).
- 10.3 Subsequent to this saving the Transformation and Savings Programme set up the capital/funding workstream to see if further revenue savings could be made from further reducing/profiling the programme and/or reviewing how schemes are funded to reduce borrowing costs.
- 10.4 Following this a framework was agreed to prioritise projects based on health and safety, contract status, grant funding, and strong spend-to-save business cases. As a result of this it is proposed that £4.3m of capital schemes assumed to be funded by borrowing in 2024/25 are removed/reprofiled/refinanced from the programme. These are set out in Table 8 below.

Table 8- Review of current Capital Programme

Scheme £'000	Existing Budget	Of which funded by Borrowing		Revised Budget	Revised of which funded by Borrowing	Reduction in Borrowing	Narrative
Adult Social Care Day Centre Re-provision	1,059	1,059		684	684	(375)	Scope to be reviewed as part of concept design and savings to project are to be identified. Will be presented as part of an options appraisal. Agreed to review whether can access alternative funding sources. Identified saving is from slippage
Children's and Early Years Provision	0	0		100	100	100	Funding was slipped to 2025/26, but some needs to be brought back in year, so this is an additional cost
Schools: Strategic Planned & Reactive maintenance	3,738	2,192		2,238	692	(1,500)	Reprofiled funding as proposed
Accessibility and Bench Improvements	64	64		64	0	(64)	Recommend to fund from Parking Reserve or S.106/CIL
Athlone Gardens / Wornington Green	700	700		0	0	(700)	Remove borrowing costs and move to Pipeline until there is an understanding of how much of the works will be developer funded
Climate/Vision Carbon Zero Fund - THE GREEN FUND	1,222	1,222		80	80	(1,142)	
Cluny Mews Landscaping	56	0		56	(56)	(56)	Recommend to fund from Parking Reserve or S.106/CIL
Holland Park Outdoor Gym	132	25		132	0	(25)	Recommend to fund from Parking Reserve or S.106/CIL

Scheme £'000	Existing Budget	Of which funded by Borrowing		Revised Budget	Revised of which funded by Borrowing	Reduction in Borrowing	Narrative
HP Suntrap gardens	105	105		105	0	(105)	Recommend to fund from Parking Reserve or S.106/CIL
Portobello Sustainable Drainage Sys SuDS	485	333		485	0	(333)	Recommend to fund from BCIL.
Public Art in Parks	10	10		10	0	(10)	Recommend to fund from S.106/CIL
St Mary Abbots	40	40		40	0	(40)	Recommend to fund from Parking Reserve or S.106/CIL
Grenfell Site Costs	58	58		58	0	(58)	Recommend to fund from S.106/CIL
Total	7,669	5,808		4,052	1,500	(4,308)	

- 10.5 In addition to this officers have been working on reviewing capital schemes previously assumed to be funded from borrowing that could meet the criteria to be funded from S106 or CIL balances.
- 10.6 However a review of the pipeline has identified additional borrowing requests of £20.9m in 2024/25 which will have an adverse revenue impact in 2025/26 if agreed.

Table 9- Proposed Additions to Capital Programme from Pipeline 2024/25

2024/25 Pipeline	2024/25 Additions £'000	2024/25 Funded by Borrowing £'000	2024/25 Funded by Grants & Contributions £'000	2024/25 Funded by Car Park Reserve £'000
Children's Services				
Condition Issues: Bousfield	100	0	(100)	0
Environment and Neighbourhoods				
Chelsea Bridge	200	0	0	(200)
Electrification of the waste fleet charging infrastructure at Pembroke Road - substation works	514	0	(514)	0
Embankment River Wall Repairs	147	(147)	0	0
Lexham Walk Highway Retaining Wall	35	(35)	0	0
Procurement of vehicles for the Waste and Cleansing Services Contract	1,705	(1,705)	0	0
Housing and Social Investment				
Commercial Portfolio - capital works and surveys	300	(300)	0	0
Health & Safety and Compliance	60	(60)	0	0
Increasing Supply of Temporary Accommodation	6,000	(6,000)	0	0
Kensington Leisure Centre - New Building (Roof defects)	647	(647)	0	0
Mortuaries - additional funding	1,000	(1,000)	0	0
Pembroke Road - Future Depot	1,000	(1,000)	0	0
Potential Property Acquisitions	9,000	(9,000)	0	0
St Mary Abbots Church Railings	150	(150)	0	0
Resources and Customer Delivery				
ZTNA - Basic Implementation (Zero Trust Network Architecture)	50	(50)	0	0
Grand Total	20,908	(20,094)	(614)	(200)

- 10.7 The overall impact of all of these movements is currently being worked through by officers. The final revenue cost will also depend on a further

review of interest rate assumptions and the overall Council cash flow forecast which will be completed later this calendar year ahead of final budget setting.

- 10.8 At the moment this paper assumes the net impact of all of these is a revenue saving of £500,000 as detailed in Table 5 and Appendix B. However this remains an estimate and it has been difficult to make the reduction in the programme required to make this revenue saving. Therefore this proposed £500,000 saving is at risk and if unachieved will increase the budget gap for 2025/26.

11. RESERVES STRATEGY

- 11.1 Reserves are an important part of the Council's approach to financial planning. They provide a mitigation for the many uncertainties and risks facing the Council and reserves are currently considered to be at a prudent level. They enable the Council to manage these changes without any undue impact on Council Tax levels and are a key indicator of strong financial standing and resilience.
- 11.2 Reserves are often used in year for one off unforeseen expenditure that was not included within the budget agreed in the previous March and for invest to save opportunities. A full description on each of the earmarked reserves is set out in Appendix 2 of the 2024/25 budget report and the latest balance is presented in Table 10.
- 11.3 There are no plans to use reserves to balance the budget for 2025/26 or over the medium term but some use will continue for one off spend. Any use of reserves will be subject to decision making in line with the constitution and finance regulations and will reported through quarterly finance reports to Leadership Team.
- 11.4 The council is anticipated to hold a General Fund working balance of £10m for the next five years.
- 11.5 The brought forward balance from 2023/24 of the Council's earmarked reserves is £125.7m but many of these are already committed. A detailed exercise is currently underway to review all previous commitments that have not yet been drawn down and to update the forecast for the next five years. The results will be reported to Leadership Team in February 2025 when the Section 151 Officer will report on the robustness of the budget and the adequacy of reserves.
- 11.6 Table 10 shows the latest reserve forecast which was reported to Leadership Team in the 2024/25 Quarter 1 budget monitoring report in September. An update to this will be presented to Leadership Team in the Quarter 2 report in December 2024.

Table 10– Reserve Forecast 2024/25-2026/27

Classification	Reserve Heading	Opening Balance 2024/25	Projected Movements	Forecast 31/03/2025	Forecast 31/03/2026	Forecast 31/03/2027
		£'000	£'000	£'000	£'000	£'000

Usable (Unearmarked)	Budget Carry Forward	(10,176)	3,698	(6,478)	(5,837)	(5,517)
Usable (Unearmarked)	Budget Stabilisation	(18,407)	6,969	(11,438)	(11,438)	(11,438)
Usable (Unearmarked)	Contingency	(5,359)	2,047	(3,312)	(3,312)	(3,312)
Usable (Unearmarked)	Council Plan Implementation	(1,000)	0	(1,000)	(1,000)	(1,000)
Usable (Unearmarked)	Council Plan Implementation - Ward Improvements	0	(1,314)	(1,314)	(2,314)	(3,314)
Usable (Unearmarked)	COVID-19 Recovery/Cost of Living	(2,365)	1,928	(437)	(386)	(386)
Usable (Unearmarked)	Special Projects	(5,355)	3,452	(1,903)	(620)	(310)
Sub Total		(42,663)	16,780	(25,882)	(24,907)	(25,277)

Usable (Earmarked)	Affordable Housing	0	0	0	0	0
Usable (Earmarked)	Car Parking	(17,454)	5,548	(11,906)	(9,025)	(6,821)
Usable (Earmarked)	Civil Claim Settlement	(3,857)	(3,650)	(7,507)	(3,907)	0
Usable (Earmarked)	Curve Legacy	(1,364)	55	(1,309)	(1,309)	(1,309)
Usable (Earmarked)	DSG Surplus	(3,479)	0	(3,479)	(3,479)	(3,479)
Usable (Earmarked)	Grenfell	(6,944)	5,493	(1,451)	0	0

Classification	Reserve Heading	Opening Balance 2024/25	Projected Movements	Forecast 31/03/2025	Forecast 31/03/2026	Forecast 31/03/2027
Usable (Earmarked)	Insurance	(4,159)	0	(4,159)	(4,159)	(4,159)
Usable (Earmarked)	Local Projects	(931)	(175)	(1,106)	(1,281)	(1,456)
Usable (Earmarked)	Notting Hill Carnival	0	0	0	0	0
Usable (Earmarked)	Proceeds of Crime	(183)	20	(163)	(123)	(83)
Usable (Earmarked)	Public Health	(9,158)	4,108	(5,050)	(2,937)	(1,132)
Usable (Earmarked)	Reorganisation	(116)	(1,003)	(1,119)	(1,119)	(1,119)
Usable (Earmarked)	Street Trading	(299)	0	(299)	(299)	(299)
Usable (Earmarked)	Troubled Families	(1,218)	472	(747)	(275)	(275)
Sub Total		(49,162)	10,868	(38,294)	(27,912)	(20,131)

Total Usable Reserves		(91,825)	27,649	(64,176)	(52,819)	(45,409)
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Unusable	Collection Fund	(16,857)	10,473	(6,384)	(4,384)	(4,384)
Unusable	Schools Reserves	(6,969)	1,500	(5,469)	(3,769)	(1,695)

Other	GF Working Balance	(10,000)	0	(10,000)	(10,000)	(10,000)
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Total General Fund Reserves		(125,651)	39,622	(86,029)	(70,972)	(61,487)
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12. SCHOOLS FUNDING

- 12.1 The Dedicated Schools Grant (DSG) is a specific ring-fenced grant received by local authorities to fund schools and central expenditure supporting the schools' budget. The grant also covers wider support to fund pupils with special educational needs, through an element in the DSG known as the High Needs block; and for two, three and four year olds in nursery and associated provision, through the Early Years element. Schools are funded through the DSG, not the General Fund and therefore not by Council Tax.
- 12.2 The financial position for special educational needs (SEN) funding is challenging. The DSG deficit reduced in 2023/24 by £2.143m to £4.128m as a result of the reduction in independent school placements and out of borough costs relating to 2022/23 and the ongoing impact of the recalibration and correction of the allocated bands via the Education Banding Tool (EBT).
- 12.3 In line with the latest Department for Education (DfE) requirements, an updated deficit management plan was produced in partnership with schools and agreed with the Schools Forum in January 2024. With all planned mitigations, the estimated cumulative deficit is forecasting significant improvement at the end of 2026/27 reducing to £3.389m. This includes annual budgeted transfers from the Schools Block of approximately £430,000, increasing year on year in line with income. The High Needs forecast is based on the assumption that the trend in increasing pupils with high needs and costs is likely to continue.
- 12.4 It should be noted that Dedicated Schools Grant (DSG) deficits are currently ringfenced from Councils' wider finances, but this ringfence is due to end in March 2026. The end of this override will result in a requirement for local authorities to make a provision in their general reserves to fund DSG deficits. There is currently no provision included in either of the scenarios detailed in this report and no announcement was made in the Chancellor's Budget Statement about this on the 30th October.

13. HOUSING REVENUE ACCOUNT

- 13.1 The financial challenges faced by the Housing Revenue Account (HRA) from the economic operating environment (inflation, rising cost of borrowing, cost of materials etc) continues to be a significant risk to the affordability of the Council's 30-year business plan and forecast assumed when setting the HRA budget.
- 13.2 The review of the 30-year Business Plan and the development of the 2025/26 budget for the HRA follows a different process to the General Fund Budgets. The work is underway and the Business Plan will be presented to Tenant's Consultative Committee in November 2024 and Housing &

Communities Select Committee in December 2024 for feedback. It will then go to Leadership Team and Full Council in January 2025 for formal approval.

- 13.3 All feedback will be considered before the draft budget and Business Plan is finally presented to Leadership Team for recommendation to Full Council in March 2025.
- 13.4 The Chancellor announced in her budget that statement that local authorities will be able to retain all of their RTB receipts with effect from 21st November 2024. RTB discounts will be reduced going forward although it is not yet clear by how much. This will enable the Council to invest more in housing in the future.
- 13.5 A full timetable for the HRA is shown in section 15 below.

14. CONSULTATION AND COMMUNITY ENGAGEMENT

- 14.1 This year's approach to the budget consultation will ensure all residents, business and voluntary and community organisations have an opportunity to review and comment on the budget proposals. Details will be published on the Council's website and the specific channels of engagement will include:
- Promotion via the Council's website;
 - Promotion and updates in the resident e-newsletter, business e-newsletter and VCS e-newsletter;
 - Promotion and updates via Twitter, Facebook, Nextdoor and Instagram;
 - Promotion through electronic noticeboards across the borough
 - Promotion via the Consultation e-newsletter;
 - Promotion and updates to the Portobello Business Centre and Chamber of Commerce;
 - Direct engagement with voluntary and community organisations known to the Council; and
 - Direct engagement with statutory partners.
- 14.2 Overall, the anticipated impact of the pressures/growth and savings proposals taken together is likely to be neutral, with some positive and negative impacts. Results of the Equalities Impact Assessment (EqIA) screening can be found in Appendix E.
- 14.3 The consultation period will run for 8 weeks from 14 November 2024 to 10 January 2025.

Budget Scrutiny

- 14.4 It is the role of the Scrutiny and Select Committees to scrutinise the budget proposals and budget reductions for 2025/26.
- 14.5 In line with 2024/25 the Budget Proposals will now be scrutinised by each of the Select Committees giving a greater number of scrutiny councillors an opportunity to be involved and improving transparency and accountability by holding the sessions in public at the formal meetings.
- 14.6 The Budget Working Group is chaired by the Vice-Chair of Overview and Scrutiny Committee. Its role in the process is to:
- Co-ordinate Budget Scrutiny including agreeing the report template for Select Committee Directorate reports which will be commissioned to supplement the information in the MTFS and Budget Proposals Report.
 - Co-ordinate and produce the Final Report including the recommendations from the Overview and Scrutiny Committee and four select committees. This report will be referred to the Leadership Team for a formal response to the recommendations.

15. BUDGET TIMETABLE

- 15.1 This report is the first report in preparing for the 2025/26 budget that will be presented to Leadership Team in February 2025 for recommendation to Council on 5 March 2025. The report marks the formal start of the budget process and the launch of the budget proposals for consultation.

Table 11- Budget Timetable

Action	Meeting	Date
To discuss MTFS being presented at 15 th July Leadership Team - COMPLETED	Overview and Scrutiny Committee	19 June 2024
Medium Term Financial Strategy (including Capital Strategy) COMPLETED	Leadership Team	15 July 2024
Update on Financial Plans (including consultation on draft proposals for budget reductions, capital investment, and fees and charges)	Overview and Scrutiny Committee	23 Oct 2024
Update on Financial Plans (including consultation on draft proposals for budget reductions, capital investment, and fees and charges)	Leadership Team	13 November 2024
Review of budget proposals by OSC Select Committees	OSC Select Committees	Nov – Dec 2024

Consultation on draft budget proposals and capital investment launched	Public Consultation	14 Nov 2024 to 10 Jan 2025
Update on Financial Plans including fees and charges (update on new savings to balance the budget, update on Government Funding if required)	Leadership Team	11 Dec 2024
Update on Financial Plans (including Council Tax base and Government funding if required)	Leadership Team	22 Jan 2025
Draft budget for 2025/26 and council Tax levels	Overview and Scrutiny Committee	20 Jan 2025
Draft Budget for 2025/26 and Council Tax levels	Leadership Team	12 Feb 2025
Agree Budget for 2025/26 and Council Tax levels	Council	5 March 2025

Table 12- HRA Budget Timetable

Action	Meeting	Date
HRA 2025/26 Budget and Business Plan	Tenants Consultative Committee	20 November 2024
HRA 2025/26 Budget and Business Plan	Housing and Communities Select Committee	10 December 2024
HRA 2025/26 Budget and Business Plan	Overview and Scrutiny Committee	20 January 2025
HRA 2025/26 Budget and Business Plan	Leadership Team	22 January 2025
Agree HRA 2025/26 Budget and Business Plan	Council	29 January 2025

16. LEGAL IMPLICATIONS

- 16.1 The legal implications are included in the report where relevant. In paragraphs 1.12 and 3.1 the report confirms the Council has a duty to set a balanced budget.
- 16.2 In paragraph 8.8 officers are confident that a balanced budget can be achieved for 2025/26.

- 16.3 Pursuant to section 151 of the Local Government Act 1972, the Council's s151 officer is responsible for the effective administration of the Council's statutory budgetary requirements.
- 16.4 Paragraph 5.10 of the report also confirms that many of the services provided by the Council are governed by legislation and guidance which sets out what services are to be provided and, to a certain extent, how they are to be provided and budgeted for.

17. FINANCIAL, PROPERTY AND ANY OTHER RESOURCES IMPLICATIONS

- 17.1 These are included in the report where relevant.

18. HUMAN RESOURCES IMPLICATIONS

- 18.1 There are no direct HR implications arising from this report. Any HR implications arising from the budget proposals will be considered as part of the equality impact assessments as set out in Appendix E.

19. EQUALITIES IMPACT ASSESSMENT AND IMPLICATIONS

- 19.1 Under the Equality Act 2010, the Council has a duty to pay "due regard" to the need to eliminate discrimination and advance equality of opportunity with regard to the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sexual orientation, religion or belief and sex and to foster good relations between those who share a protected characteristic and those who do not. EqlA impacts are shown in Appendix E. At this stage no proposals are proposed to have their own EqlA, however, we recommend in the assessment that full EqlAs, and where relevant consultation, should be undertaken as appropriate as budget proposals are developed further and implemented and feedback from consultation is received

20. APPENDICES

- 20.1 Appendix A 2025/26 Budget Pressures/Growth
- 20.2 Appendix B 2025/26 Proposals for Budget Reductions
- 20.3 Appendix C Capital Programme/Pipeline Additions and Review
- 20.4 Appendix D Equality Impact Assessment
- 20.5 Appendix E Fees and Charges Full Schedule
- 20.6 Appendix F Fees and Charges Exceptions

Lisa Taylor
Director of Financial Management

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Mandatory clearance process

Cleared by **Corporate** Finance (LT)

Cleared by Legal Services (LP)

Cleared by Communications (NPT)

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APPENDIX A – 2025/26 BUDGET PRESSURES/GROWTH (EXCLUDING PAY AND CONTRACT INFLATION)

This table sets out details by service area of all the budget pressures/growth that have been identified and evidenced for 2025/26.

Growth Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Adult Social Care and Public Health			
Demographic Pressures - Transition placements	466	Following a detailed analysis conducted by our transitions and finance teams, there will be six cases of large care and support packages transitioning from Children's Services in 2025/26. They have challenging behaviours and complex physical, autism and mental health needs. None of the cases are projected to be eligible for CHC funding.	Positive
Demographic Pressures - Mental Health placements	34	The mental health workload has increased significantly. There has been a 12% increase in Care Act referrals between Sep 23 and June 24 (increased complexity and increased need for larger packages of support and need for specialist placements).	Positive
Customer Delivery - Social Service Line (SSL)	40	The Social Service Customer Service team is vital in supporting vulnerable residents. The team manage all incoming calls, emails, referrals and other administrative tasks related to Adults and Children's Social Services. Growing demand and increased workload threaten the quality of care on this line and the efficiency of other Priority 1 services like Housing. Additional resources are now needed to mitigate delays and safeguarding risks that would otherwise escalate, impacting the safety and wellbeing of residents.	Positive
Adult Social Care and Public Health Total	540		
Chief Executive			

Growth Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Elections budget deficit	75	This is a budget correction to account for increased postage costs for statutory printed communications, and changes in the way Government funding for elections is distributed.	Equalities impacts yet to be assessed.
Chief Executive Total	75		
Children's Services			
Funding reduction in DSG for virtual schooling	36	The Department for Education (DfE) policy is to reduce the central schools block of the Dedicated Schools Grant (Grant) which results in an increase in the cost to the general fund for the Virtual School.	Positive
North Kensington Social Justice Archive	140	Leadership Team approved the financial envelope to deliver this service and once the Discovery Phase is complete, we will have a clear way forward in terms of what will be delivered by RBKC and what will be delivered by a partner organisation.	Neutral
Estimated Demographic Pressures	1,000	<p>The key drivers of spend pressure are:</p> <p>Increase in the numbers of looked after children, the current trend for non UASC children is a year-on-year increase of 16%</p> <p>Increased pressure linked to the projected growth in the number of care leavers. The numbers are estimated to grow by 37% over the 2025-26 financial year.</p>	Positive

Growth Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Customer Delivery - Social Service Line (SSL)	23	The Social Service Customer Service team is vital in supporting vulnerable residents. The team manage all incoming calls, emails, referrals and other administrative tasks related to Adults and Children's Social Services. Growing demand and increased workload threaten the quality of care on this line and the efficiency of other Priority 1 services like Housing. Additional resources are now needed to mitigate delays and safeguarding risks that would otherwise escalate, impacting the safety and wellbeing of residents.	Positive
Children's Services Total	1,199		
Housing and Social Investment			
Lancaster West- funded from base	200	Extend existing budget which was due to expire at the end of 24/25	Equalities impacts yet to be assessed.
Temporary Accommodation Pressures	2,500	Continuing high level of demand for TA and reducing supply alongside increasing competition for that accommodation. This has resulted in private landlords seeking significant rent increases for their properties, the costs of which cannot be passed on to residents because of the government cap of 90% of the 2011 LHA rates. Significant growth was included in the current year's budget, but this has proved inadequate. The intention of this growth bid is to right size the budget.	Equalities impacts yet to be assessed.
Housing and Social Investment Total	2,700		
Resources and Customer Delivery			

Growth Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Apprenticeship Levies	207	Charged at 0.5% of payroll. Growth brings budget to £673k and in line with estimated 2025/26 levy	Equalities impacts yet to be assessed.
CRM Data Cleansing Post	70	Necessary for data quality/integrity on customer interactions to support better decision making, customer satisfaction and to ensure legal compliance	No impact
Discretionary Council Tax Scheme	150	Currently no funding for the Council's scheme	Equalities impacts yet to be assessed.
MS Azure contract pressures	550	RBKC's consumption of Microsoft Azure	Equalities impacts yet to be assessed.
DD&T Staffing Budget Deficit	967	Retention of one-off growth to support service post- disaggregation	No impact
Cyber Security	150	Investment in new tools to defend security of Council assets	Neutral
Resources and Customer Delivery Total	2,094		
Environment and Neighbourhoods			
Environmental Health line & Streetline	80	Required to enable contact centre to meet performance standards for call handling and customer connect.	Equalities impacts yet to be assessed.
Licencing team Licencing assistant	42	Additional post required to meet the team's statutory duties	No impact

Growth Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Make permanent services that enhance the public realm, working towards the cleanest streets. 2 x Street Wash Crews, 1 x Graffiti Removal Crew, 2 x Clear All Crews.	705	Make permanent funding for the extra resource for graffiti removal, street washing, and waste clear all services. Currently funded from reserves but does not meet latest use of reserves criteria.	Positive
Netcall licensing costs	87	In 2024 it was necessary to replace the service-request and operational IT systems used to support and enable Environmental Health and Waste services. The new product has higher licensing costs.	Equalities impacts yet to be assessed.
3 additional Street Enforcement Officers	138	Improve enforcement coverage in high-profile wards with high footfall. Will improve the street scene, benefiting both residents and businesses.	Equalities impacts yet to be assessed.
Environment and Neighbourhoods Total	1,052		
Contingency			
Contingency	3,700		
Contingency Total	3,700		
Grand Total	11,360		

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APPENDIX B – PROPOSALS FOR BUDGET REDUCTIONS

The table below sets out by service area all of the proposed budget reductions for 2025/26. This report launches them for consultation and the feedback will be taken into account when Leadership Team recommend the final budget to Council on 5 March 2025.

EqlA – A preliminary EqlA has been completed for all savings proposals. When the impact has been assessed as negative a full EqlA will be carried out.

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Adult Social Care and Public Health			
Continuation of prevention initiatives	(400)	This entails using service users' annual reviews to increase the focus on helping people live more independently, achieve their outcomes and fulfil their aspirations. This is done by expanding the use of specialist equipment, our comprehensive reablement services (which help people live more independently, for longer), and bringing residents with physical and learning disabilities in supported living closer to their loved ones in RBKC if that is their choice. This will enable us to continue providing high-quality care that is less intrusive, resulting in greater independence, choice and outcomes for residents.	Neutral
Digital Transformation	(150)	As part of the Adult Social Care directorate's ambition to mainstreaming technology-enabled care, it utilises digital solutions to help meet residents' care needs and support them to live more independently. A key element of this is the Digital Account and active promotion of direct payments, which residents use to purchase their care. The hourly rate for direct payments is lower than that of a commissioned home care agency. The service was re-structured in 2023 to incorporate a dedicated Direct Payments team. The team is highly-trained, and it works with social workers and residents to encourage uptake of direct payments. There is other work underway to improve how the Council uses technology to improve its service delivery. This includes scaling up our use of assistive technology and re-designing data management processes in Mosaic (our CRM). Ultimately, this work maintains high-	Positive

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
		quality, responsive and timely services that support residents. This preparatory work will help the department identify transformative savings related to digital technology in the future.	
Enhanced LD Void Management	(30)	<p>The proposal will maximise utilisation of our assets through enhanced management of existing voids and working with residents and families to ensure use of local provision.</p> <p>The new Housing Care and Support framework will enable this, which will include only paying for voids for a set amount of time, introducing a fixed rate (rather than managing individual prices), and introducing a cap on the number of contracts awarded to each provider to reduce the risk of being over-exposed to one provider.</p>	Neutral
Ensure eligible residents receive NHS continuing healthcare (CHC) funding	(200)	The proposal is to continue working with the NHS to ensure those entitled to NHS-funded care receive it. The Adult Social Care department has dedicated and specialist continuing healthcare (CHC) social workers who are trained to advocate for our residents. This proposal will ensure service users receive the right care at the right time in the right place.	Positive
Flexible model for short breaks for mental health and learning disability service users	(20)	<p>The short breaks bed-based service is located at Kingsbridge Road. It accommodates both planned and unplanned breaks. Because of the building layout, the scheme is currently dominated by unplanned breaks. Remodelling the building to create separate areas for each service will encourage more service users to make use of the planned short breaks offer in the same building.</p> <p>Although this is a savings proposal, the changes will increase the quality of short breaks and choice for residents.</p>	Positive
Increased nomination to general needs	(50)	The updated allocations policy, agreed on 12 April 2023 at Leadership Team, is now in place, and it includes a quota of 5 for adults with learning disabilities or autism.	Positive

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
		Introducing a supported living pathway through general needs in-borough housing helps empower supported living service users and develops their independent living skills.	
Ongoing review of processes and ways of working through recruitment panel	(500)	<p>Each division in the directorate continuously reviews its processes and ways of working. As part of this they review staff resourcing, and a recruitment oversight panel is in place to ensure services continue to be high-quality, timely and responsive and to identify opportunities related to staff savings. Examples of workforce transformation the panel has supported are outlined below.</p> <p>Successfully training up some front-line staff to be trusted assessors, enabling them to assess residents' needs and prescribe (and issue) equipment immediately when they first meet with residents for a social care assessment. This avoids follow-on referrals for an occupational therapy assessment, which can delay equipment being issued. This facilitates timely intervention and equipment delivery at the right time in the right place, and it saves money on OT assessments that might not be appropriate for someone's needs (as not everyone requires a full OT assessment).</p> <p>Reviewing business support roles across the directorate and identifying work that could be re-distributed across posts. For example, two commissioning roles were merged to create a more dedicated care market management function.</p> <p>Re-modelling the social care workforce following the conclusion of the s75 agreement, which allowed the Council to have greater control in how its workforce was designed to respond to its residents' mental health needs and deliver staff efficiencies.</p>	Neutral

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
		Consolidating duty system posts to enhance our services' ability to respond to residents' needs while reducing duplication of work and delivering staff efficiencies.	
Reablement transformation through delivery from external provider	(100)	The proposal covers the reablement services re-commissioned within the new homecare contract. The outcomes of this are: more consistent costs through block contracting, building up reablement specialism with a cohort of providers, and continued provision of timely, responsive and safe services while achieving efficiencies on staffing spend.	Positive
Re-designing day services at Chamberlain House	(100)	<p>Following an increase in the rental contract for older people's day services, there is an opportunity to provide a better service in a newer, more appropriate location.</p> <p>The planned service transformation will improve users' experiences, which will involve freshly cooked meals on-site and better coordinated activities to boost health and wellbeing. This modernised environment will be suitable for older people with accessibility needs and have improved disabled access. There will be cost efficiency in rent, staffing and transport. Having shared, community-based facilities will introduce service users to new people with whom they can have activities, such as quizzes, games, meals and singing.</p>	Positive
Adult Social Care and Public Health Total	(1,550)		
Chief Executive			
Communications and Design Staffing Savings	(73)	Reduction in size of team, to be mainly achieved through recruitment challenge	No impact
Corporate Strategy and Communities Recruitment Challenge	(89)	All jobs that become vacant in department will be reviewed on a case by case basis to see whether they need to be recruited to in an effort to support greater organic efficiency and productivity. £50k of target already achieved through following this process in 2024/25.	No impact

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Increased revenue from Registrars ceremony bookings	(40)	Increased target based on buoyant demand and current activity levels following recent investment in website and systems.	No impact
Leaders Office Restructure	(100)	Reduction in size of team, to be mainly achieved through recruitment challenge	No impact
Parks police Refocusing	(150)	Community safety services being reviewed to ensure investment on safety aligns with concerns raised by residents and crime analysis. Parks police will continue but with refocused provision in areas most valued and effective.	No impact
Reduction of previously budgeted revenue growth in Corporate strategy	(89)	Saving currently already being achieved.	No impact
Re-engineering of economy and skills function	(100)	Cross council review of employment and skills underway to create better alignment and focus across council activity to create better outcomes more efficiently.	Positive
Review of E-Newsletter contract and printing costs within Communications	(41)	Saving on e-newsletter contract (£16k), review of printing (£12k), analyst fees (£6k), postage & delivery (£8k)	No impact
Chief Executive Total	(682)		
Children's Services			
Capitalising costs of business support for Children's Services asset strategy planning	(23)	The proposal is for half of the salary cost of a post to be capitalised given their work on asset strategy.	No impact
Create business support hubs	(50)	Develop a more centralised model for business support. We plan to deliver the saving by not replacing staff when they leave and using the resilience of a centralised model to help minimise impact of staffing gaps.	Impact is unknown
Creation of an integrated Children with Disabilities Service	(231)	Re-designing a Bi-Borough Children with Disabilities Service which will integrate the Bi-Borough Short breaks service with the sovereign Disabled Children's Teams in RBKC and WCC. Any savings delivered	Impact is unknown

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
		will be split in accordance with section 113, with 40% being allocated to RBKC and 60% allocated to WCC. This is not expected to represent a reduction in direct short break support.	
Increasing caseloads within the Youth Offending Team Savings	(50)	The service has recently implemented an adolescent service model which improves coordination of case holding across teams. This restructure has been completed and enables the delivery of a saving.	No impact
Libraries system re-procurement	(8)	A new front end and backend Libraries Management System and staff rota planner system are being procured to improve the user experience.	No impact
NRPF Procurement of Accommodation	(50)	Introduction in RBKC of a new out-of-London housing option for families with no recourse to public funds who have a Child in Need. Where appropriate, families will be offered the option to access more family-friendly temporary accommodation outside of London, which they will have the option to occupy on an Assured Shorthold Tenancy if their immigration status is settled.	Positive
Recouping overheads for free-school meals coordination	(35)	Recoup our staffing costs related to the implementation of the GLA's universal free school meal programme. There is no service impact from this proposal.	No impact
Reduce SEND transport spend by providing more local school places for children with SEN and increasing independent travel training	(300)	Budget reduction to reflect the demand reductions achieved through increases in local school places and impact of independent travel training. There is no change to eligibility or transport policy associated with this proposal.	Positive
Reducing library opening hours on Sundays	(33)	It is proposed to stop Sunday opening at Chelsea Library, it is the only library in RBKC which opens on a Sunday and is open for 4 hours every Sunday excluding holidays. This has a high resourcing cost compared to the number of users accessing the library.	Impact is unknown
Reductions in functions supporting the directorate	(50)	The proposal here is for a £50k saving which is equivalent to c. 3% total against total budget. Detailed plans for how this saving will be delivered are still in development but are likely to relate to holding posts vacant.	Impact is unknown

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Repurposing accommodation to best support care leavers	(100)	This is a two year saving of £100k in 25/26 and £200k in 26/27. It is in line with the agreed Cabinet decision to approve £2.5m in capital funding as part of an invest to save proposal to procure suitable properties for supported accommodation for young people and reduce spend on more costly third party arrangements. The capital investment will provide 12 units of supported accommodation within the borough or surrounding areas. The saving profiled covers the expected ROI on this investment as well as increased housing benefit revenue by aligning existing rents to our wider YP supported housing pathway.	Positive
Shared Services	(50)	Reduction in number of staff posts in response to decrease in service activity. This is a Tri-Borough service and £50,000 is RBKC's share of the total saving.	Impact is unknown
Staffing and buildings maintenance savings at Notting Hill Gate Library	(167)	Notting Hill Gate Library and RBKC Co-Works have been closed to the public since early November 2023 due to a number of maintenance related issues. The saving proposed here is for staffing and property maintenance costs whilst a wider review of our library service takes place.	Impact is unknown
Transport one off payments	(60)		No impact
Children's Services Total	(1,207)		
Environment and Neighbourhoods			
Additional income in Commercial Waste	(100)	Prices need to be raised strategically, as the sector is extremely competitive with private waste collectors looking to undercut the Council's prices. The Sales Team remain highly motivated and are confident of winning new customers.	No impact
Al Fresco licencing income	(25)	This income arises from increased demand but is dependent on the additional Licensing Officer proposed as a growth item in 2025/26.	No impact
Change staffing levels in Noise & Nuisance service	(62)	Reducing staffing levels during Monday-Saturday day shifts. Although this will occasionally lead to a longer response times, the same service will be provided once we do attend.	Neutral

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Environmental enforcement concession contract	(150)	There is an opportunity to deliver additional proactive enforcement activity around litter and other on the spot offences. This activity will be delivered by supplementing our inhouse Street Enforcement Team with a specialist enforcement contractor. We forecast income from fixed penalty notices exceeding the cost of this appointment.	Neutral
Householder Planning application fees	(100)	Assumed additional income from the current consultation on increased householder planning application fees. This will need to be managed carefully to ensure that we are able to meet our statutory timelines.	Neutral
Income Generation from parking suspensions related to location filming	(50)	This arises from increased demand for this service.	No impact
Increase pay-to-park fees	(100)	A 2p increase to the compulsory PayByPhone charge, but with larger increases for optional PayByPhone services (e.g. SMS reminders).	Negative
Increased enforcement of moving traffic contraventions	(350)	Increasing the number of CCTV cameras used to enforce existing traffic restrictions such as "no-entry" signs and yellow-boxes.	No impact
Increased fees from dockless rental e-bike operators	(22)	Market-led commercial income	No impact
Management restructure in Highway & Regulatory Services department	(170)	Implement efficiencies at management level	Equalities impacts yet to be assessed.
Museums and culture income opportunities	(25)		
New Highways licence fees	(12)	New fees relating to works on the highway will be detailed in the Fees and Charges paper to the meeting of Full Council in February 2025.	No impact
New rapid EV charging concession	(20)	Market-led commercial income	Neutral
Parks & Leisure Team efficiencies	(44)	Implement back-office efficiencies.	Neutral
Reduce Air Quality service and provide only basic statutory function	(50)	Alternative funding sources being considered to replace this General Fund budget. If such funding cannot be secured then resource levels will need to be reduced to a statutory only service.	Equalities impacts yet to be assessed.

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Reduce size of Health and Safety Regulatory team in Environmental Health	(44)	Requires deleting a vacant post - would limit ability to provide full services and discretionary work.	Neutral
Reduce staffing levels in Highway Maintenance	(57)	Consists of deleting a vacant post. Reducing team from 4 to 3; this reduces our capacity to proactively inspect our highways and may ultimately lead to an increase in claims.	Neutral
Re-organisation in the E&N Hub	(130)	Reduction in the number of posts.	No impact
Review of Arts Service	(40)	Implement efficiencies in the delivery of the Arts Grants programme and the Culture Plan.	No impact
Review of Culture service	(120)	Utilise additional capacity across different services (mostly Communities) to lead on Culture and Place, resulting in efficiencies being made.	Neutral
Review of Ecology Service and Community Gardening	(158)	Alternative funding sources being considered to replace General Fund budgets. If such funding cannot be secured then resource levels will need to be reduced.	Neutral
Review of Growth and Delivery Team staffing costs	(80)	1 vacant FTE deleted, 1 FTE to be funded by CIL in accordance with Regulation 59A or 59B to support the provision, improvement, replacement, operation or maintenance of infrastructure.	Neutral
Review of Sustainability service	(47)	Alternative funding sources being considered to replace this General Fund budget. If such funding cannot be secured the saving can be delivered by removing remaining Project Officer Role - may impact Net Zero Programme deliverability. Future works may need to be resourced by alternative funding.	Neutral
Sports Bookings income	(50)	Profit share on income collected under the existing contract.	No impact
Street Enforcement management team	(13)	Delete vacant manager and senior supervisor posts, recruiting to a new management structure that is more aligned to meeting residents' needs.	Neutral
Utilised accrued developer funding for staff costs	(68)	Balance sheet will enable us to draw down £68k annually for three years to offset some staff costs. The budget will need to be reinstated after this time.	Equalities impacts yet to be assessed.

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Waste contract efficiencies	(48)	Savings delivered from removing duplication in waste contract. This is not expected to have any impact on service delivery.	No impact
Widening the scope of what income from parking and enforcement is used to pay for	(2,800)	Income from parking and enforcement would in future be used to pay towards the cost of the borough's recycling service .	Equalities impacts yet to be assessed.
Environment and Neighbourhoods Total	(4,935)		
Housing and Social Investment			
Energy Savings	(200)	The decline in energy costs and increased energy efficiencies has provided the opportunity to make savings on the energy budget	No impact
Housing Needs	(248)	Remove vacant Housing IT and Performance Lead (£71k), Business Support Officer (£35k), Housing Solutions Officer (£47k), Procurement & Contracts Officer (£47k) and Housing & Employment Support Officer (£47k). Risks in service delivery will be mitigated by work planning to manage the future needs of the service area.	Neutral
Housing Needs Reviews Contract	(35)	Additional income through the expansion of our External Reviews service for other authorities (£35k)	
Refugee Funding use for services in Housing Needs.	(100)	<p>This proposal is to offset staffing costs within Housing Needs through the use of grant funding, reflecting the demand placed on core homelessness services by refugees and asylum seekers whose support is funded through those grants.</p> <p>The resources for the fund for the three affected posts will end in 3 years' time if alternative funding is not sourced. This may present a risk in service delivery in those areas. Therefore, workforce planning will take place to manage the future needs of the service for each of the posts.</p>	Neutral
Social Investment & Property Restructure	(225)	A review of the number and nature of proposed posts to see where efficiencies could be made and a review of which roles can be capitalised. A number of roles will only be recruited to based on the size	No impact

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
		of the relevant programmes and resources available, whilst others will be appropriately charged against project/programme budgets which has not been done historically.	
Housing and Social Investment Total	(808)		
Resources and Customer Delivery			
Audit, Risk, Fraud and Insurance (ARFI) – Corporate Anti-Fraud Service (Blue Badge Service)	(30)	Terminate contract with third party to investigate Blue Badge Fraud - will reduce capacity to reactive investigations of this fraud	No impact
Audit, Risk, Fraud and Insurance (ARFI) – Insurance Service Review	(83)	Reduce external Grenfell legal costs (£65k) – corporate saving and move more claims handling in house (£18k) – corporate and other service budget savings	No impact
Audit, Risk, Fraud and Insurance (ARFI) – Insurance Staffing Review	(142)	Three vacant posts to be deleted. Reducing capacity in the Insurance team due to the majority of Grenfell civil claims having now settled through the Alternative Dispute Resolution Process.	Equalities impacts yet to be assessed.
Audit, Risk, Fraud and Insurance (ARFI) – Internal Audit Service Review	(50)	Develop a more resilient in-house team with a structure that allows for progression from apprenticeships and retains talent when there is recognised shortage of skilled internal auditors in the public sector.	No impact
Consistent approach to statutory fees and new commercial opportunities	(200)	Ensuring that fees and charges across the council reflect market forces and overheads for full cost recovery are included in these fees.	Impact is unknown
Customer Delivery Direct Payments Review	(38)	Introduce a threshold below which Direct Payments are not reviewed to allow deletion of one vacant post. 67k	Impact is unknown The EqlA will be revised once the proposal is fully developed.

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Customer Delivery Staffing Review	(197)	Introduce more generic working across a number of services and increase self service by staff.	Impact is unknown The EqlA will be revised once the proposal is fully developed.
Customer Delivery: Introduce appointeeship fee for clients whose financial affairs we manage.	(80)	Applying same calculation used by Court for deputyship, a cap on fees and a threshold for savings below which this cannot be applied.	Impact is unknown
Customer Delivery: Local Support Payment Scheme	(46)	Delete 1 LSP Officer. Turnaround time for LSP payments will increase from current turnaround average of 3.45 days.	Impact is unknown The EqlA will be revised once the proposal is fully developed.
Customer Delivery: More frequent review of existing discounts and exemptions applied to CT accounts	(250)	Estimates based on identifying 5% of cases where arrangements have expired.	Impact is unknown The EqlA will be revised once the proposal is fully developed.

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Customer Delivery: Move recovery of in-borough parking debts in-house	(400)	Work underway to confirm level of in-borough debt and arrangements with existing external provider.	Impact is unknown The EqlA will be revised once the proposal is fully developed.
Customer Delivery: Reduce Postage Costs	(21)	Move from 1st to 2nd class for recovery documentation.	Impact is unknown The EqlA will be revised once the proposal is fully developed.
Customer Delivery: Review revenue recovery costs	(58)	The costs charged to non/late payers have not been reviewed for two years and so have not kept pace with the inflation in costs for this service. Figure assumes 5% increase.	Impact is unknown The EqlA will be revised once the proposal is fully developed.
Customer Relationship Management (CRM) and web-site enhancement	(150)	Intro of CRM system will reduce failure demand in the call centre and increase digital functionality of the website. The profiling has changed from £300k each year to £150k in 25/26 and £450k in 26/27.	Neutral

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
Digital Design and Technology (DD&T): Staffing Review	(744)	It will not be possible to deliver this saving without the related growth in the previous slide which is currently funded from reserves. Reduction of 10 posts, includes 2 compulsory redundancies. No service delivery risk, some impact on change/project delivery likely but manageable	No impact
Financial Management - Service Review	(200)	The Oracle System will enable budget managers to self-serve and the finance team is being restructure to ensure teams are resources appropriately.	No impact
Governance & Mayoralty Team– Reduction in staffing budget and supplies and services provision	(100)	A reduction in staffing provision will not jeopardise any statutory functions and this level of saving is achievable with current underspend and anticipated changes to senior staff working arrangements. No significant impact on the service provided either to departments or Members is anticipated.	Neutral
Human Resources and Organisational Development - Staffing Review	(275)	Reduce senior management team by 1 x FTE (£125k) and reduce posts by 3 FTE post Oracle implementation (£150k)	Equalities impacts yet to be assessed.
Legal Services- changes to the Director of law post	(50)	The Director of Law no longer a Bi Borough post and now sovereign WCC resulting in a saving for RBKC.	Neutral
Legal Services- Staffing Review	(231)	Legal Services is a Bi-Borough function with WCC and therefore some costs are shared with WCC – the savings shown are those attributable to RBKC. The proposed savings include not recruiting to vacant posts in the legal property team, changing a post in the legal planning team to a part-time role and reviewing the business support team. No redundancies are expected to result from the review. There will be a reduction in capacity in the legal team and therefore we will need to work with services to achieve efficiencies.	Neutral
Strategic Procurement	0		
Resources and Customer Delivery Total	(3,345)		

Saving Proposal		2025/26 (£'000)	Narrative	EQiA Impact
Capital/Funding				
Public health funding review	(502)		Agreement on centralised review of ongoing cross-cutting public health spend. An internal board has been set up to allocate funding.	No impact
Review of capital funding	(500)		Major Projects Board to review and agree projects to prioritise on the capital programme. Agreement to the reduction of CIL and S106 reserve – but with some limitations for pro-active projects. Request for a cleaned-up Capital Programme list and that makes clear which projects are eligible for CIL and s106 funds.	No impact
Capital/Funding Total		(1,002)		
Commercialisation				
Advertisement	(725)		Expand the current contract for digital advertising on bus stops. Explore advertisement opportunities across the borough. Support for digital conversion of existing paper billboards. Explore all location proposals.	Neutral
Event spaces	(150)		Business case for the event spaces at KTH, including installing a commercial kitchen. Audit of COTH to understand the ROI from the recent expenditure. Explore renting the events spaces to external companies to run.	Impact is unknown
Commercialisation Total		(875)		
Enabling Services and Process Reviews		(500)	The Enabling Services Workstream, part of the Council's Savings and Transformation Programme, aims to generate £500k in savings by reviewing support functions, cross-cutting services, and key business processes. The Enabling Services review targets £150k of savings by examining business support, project roles, and the span of control for heads of service. The Cross-Cutting Services review aims to save £200k by streamlining staff functions across sustainability, digital, grants, events, and employment & skills, focusing on consolidating roles across	Impact is unknown

Saving Proposal	2025/26 (£'000)	Narrative	EQiA Impact
		the organisation and reducing management layers. Finally, the Process Reviews, supported by business analysts, seek to save £150k by improving resource-intensive processes in Customer Services and Environment & Neighbourhoods. Processes such as licensing, noise/nuisance, land charges, and building control will be assessed for quick wins, potentially reducing FTEs and improving service efficiency through better resource utilisation. Longer-term improvements are also planned for areas like construction management and regulatory services.	
Operational Estate	(733)	<p>This is saving is coming from either renting out or the revenue impact of selling (through a subsequent saving in borrowing costs as capital receipts can be used to reduce the borrowing requirement) parts of the estate the Council is not using for operational reasons.</p> <p>Buildings in scope include parts of Chelsea Old Town Hall, Kensington Central Library, Pembroke Road, Kensington Town Hall and the lodges.</p>	Impact is unknown
Grand Total	(15,637)		

Appendix C- Capital Programme and Pipeline

Review of current Capital Programme

Scheme £'000	Existing Budget	Of which funded by Borrowing		Revised Budget	Revised of which funded by Borrowing	Reduction in Borrowing	Narrative
Adult Social Care Day Centre Re-provision	1,059	1,059		684	684	(375)	Scope to be reviewed as part of concept design and savings to project are to be identified. Will be presented as part of an options appraisal. Agreed to review whether can access alternative funding sources. Identified saving is from slippage
Children's and Early Years Provision	0	0		100	100	100	Funding was slipped to 2025/26, but some needs to be brought back in year, so this is an additional cost
Schools: Strategic Planned & Reactive maintenance	3,738	2,192		2,238	692	(1,500)	Reprofiled funding as proposed
Accessibility and Bench Improvements	64	64		64	0	(64)	Recommend to fund from Parking Reserve or S.106/CIL
Athlone Gardens / Wornington Green	700	700		0	0	(700)	Remove borrowing costs and move to Pipeline until there is an understanding of how much of the works will be developer funded
Climate/Vision Carbon Zero Fund	1,222	1,222		80	80	(1,142)	

Scheme £'000	Existing Budget	Of which funded by Borrowing		Revised Budget	Revised of which funded by Borrowing	Reduction in Borrowing	Narrative
- THE GREEN FUND							
Cluny Mews Landscaping	56	0		56	(56)	(56)	Recommend to fund from Parking Reserve or S.106/CIL
Holland Park Outdoor Gym	132	25		132	0	(25)	Recommend to fund from Parking Reserve or S.106/CIL
HP Suntrap gardens	105	105		105	0	(105)	Recommend to fund from Parking Reserve or S.106/CIL
Portobello Sustainable Drainage Sys SuDS	485	333		485	0	(333)	Recommend to fund from BCIL.
Public Art in Parks	10	10		10	0	(10)	Recommend to fund from S.106/CIL
St Mary Abbots	40	40		40	0	(40)	Recommend to fund from Parking Reserve or S.106/CIL
Grenfell Site Costs	58	58		58	0	(58)	Recommend to fund from S.106/CIL
Total	7,669	5,808		4,052	1,500	(4,308)	

Proposed Additions to Capital Programme from Pipeline 2024/25

2024/25 Pipeline	2024/25 Additions £'000	2024/25 Funded by Borrowing £'000	2024/25 Funded by Grants & Contributions £'000	2024/25 Funded by Car Park Reserve £'000
Children's Services				
Condition Issues: Bousfield	100	0	(100)	0
Environment and Neighbourhoods				
Chelsea Bridge	200	0	0	(200)
Electrification of the waste fleet charging infrastructure at Pembroke Road - substation works	514	0	(514)	0
Embankment River Wall Repairs	147	(147)	0	0
Lexham Walk Highway Retaining Wall	35	(35)	0	0
Procurement of vehicles for the Waste and Cleansing Services Contract	1,705	(1,705)	0	0
Housing and Social Investment				
Commercial Portfolio - capital works and surveys	300	(300)	0	0
Health & Safety and Compliance	60	(60)	0	0
Increasing Supply of Temporary Accommodation	6,000	(6,000)	0	0
Kensington Central Library	0	0	0	0
Kensington Leisure Centre - New Building (Roof defects)	647	(647)	0	0
Mortuaries - additional funding	1,000	(1,000)	0	0
Pembroke Road - Future Depot	1,000	(1,000)	0	0
Potential Property Acquisitions	9,000	(9,000)	0	0
St Mary Abbots Church Railings	150	(150)	0	0
Resources and Customer Delivery				
ZTNA - Basic Implementation (Zero Trust Network Architecture)	50	(50)	0	0
Grand Total	20,908	(20,094)	(614)	(200)

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Appendix D

INITIAL CUMULATIVE EQUALITY IMPACT ASSESSMENT - 2025/2026 BUDGET

Leadership Team Report – November 2024

1. Introduction

- 1.1. This report provides an indicative assessment of the overall equalities implications of the 2025/26 budget proposals, based on initial assessments carried out for each individual savings and growth proposal included in the budget papers.
- 1.2. The report summarises the key cumulative equalities implications for the 2025/26 budget and provides more detail on the likely impact of each of the specific proposals. It seeks to show that we understand the likely equalities impact of the proposals, ensuring we comply with the Public Sector Equality Duty and are not disproportionately disadvantaging groups who share protected characteristics.
- 1.3. Through examining the likely cumulative impact of the various proposals, the Council can be better assured that any changes involved in the proposals are planned with due regard to our duties under the Act to eliminate discrimination, advance equality of opportunity and foster good community relations.
- 1.4. The analysis is indicative at this stage as individual budget proposals are being developed further. Once proposals are finalised following the consultation on the budget proposals, the likely equalities impacts will need to be reviewed considering any changes or additional information that has come to light.

2. Background

- 2.1. The Public Sector Equality duty under the Equality Act (2010) states the Council must have due regard to:
 - Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share protected characteristics and those who do not.
 - Foster good relations between people who share protected characteristics and those who do not.
- 2.2. The equality duty covers the nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council also needs to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic but that the other aims (advancing equality and fostering good relations) do not apply.
- 2.3. Equality implications are assessed by reviewing the potential impact on those with protected characteristics as defined in the Equality Act 2010 and then given a score of either, no equalities implications or a positive, negative, or neutral impact.
- 2.4. No equalities implications indicate the proposal has no impact at all (either advantageous or adverse) on those who share protected characteristics.
- 2.5. A positive impact means the proposal is likely to benefit groups who share protected characteristics, leading to better outcomes for some or all these groups, helping to foster good relations between different groups and/or supporting equality of opportunity.

- 2.6. A neutral impact indicates that a proposal might potentially have equalities implications (i.e. a positive and/or adverse impact on those who share a particular protected characteristic) but that these impacts can be effectively mitigated.
- 2.7. A negative impact means the work or decision is likely to have an adverse impact on groups who share protected characteristics, potentially leading to worse outcomes or undermining good relations. In cases where a negative impact is anticipated, services should consider what actions can be taken to mitigate this impact.

3. Key findings

- 3.1. Initial assessments undertaken by service areas for the 93 saving and 21 growth proposals for the 2025/26 budget outline a range of impacts for those with protected characteristics. Services must demonstrate the rationale for these assessments, and Corporate Strategy review these to provide challenge and support where appropriate, the table in Appendix 1 outlines the initial assessment of each proposal.

Growth Proposals

- 3.2. Based on the initial assessments, the equalities impact of the 21 growth proposals taken together is likely to be positive, however over half are yet to complete an EqIA.
 - 7 proposals are anticipated to have a positive impact
 - 2 proposal a neutral impact
 - 3 proposals have no equalities implications
 - 9 proposals are yet to score the impact
 - no proposals will have a negative impact
- 3.3. The growth proposals that have scored a positive impact include:
 - Transition placements in Adult Social Care services. (Adults Social Care)
 - Mental Health placements in Adult Social Care services. (Adults Social Care)
 - Customer Delivery - Social Service Line (Adult Social Care and Resources)
 - Increase capacity in services that enhance the public realm. (Environment and Neighbourhoods)
 - Addressing pressures in services. (Childrens)
 - Maintaining levels of support in the Virtual School. (Childrens)
- 3.4. The proposals that have scored no equalities impacts relate to specific posts within services increasing capacity for borough-wide services.

Savings Proposals

- 3.5. Based on the initial assessments, the savings proposals are not anticipated to have an adverse impact on groups with protected characteristics. Of the 93 proposals,
 - 10 anticipate a positive impact from savings
 - 1 a negative impact
 - 22 a neutral impact
 - 31 have no equalities impact
 - 18 proposals where the impact is currently unknown
 - 8 proposals are yet to score an impact
 - 3 programmes of work that do not require an EqIA.
- 3.6. Most of the savings' proposals where a positive impact is anticipated are in Adult Social Care services and Childrens. They include redesigning of services at Chamberlin House and short breaks in Adult Social Care. In Childrens these include repurposing accommodation to best support care leavers and reducing SEND

transport by providing more local school places for children with SEN and increasing independent travel training.

3.7. The range of services that assessed a neutral impact include:

- Continuation of Prevention Initiatives (Adult Social Care)
- Change staffing levels in Noise & Nuisance service. (Environment and Neighbourhoods)
- Householder Planning application fees. (Environment and Neighbourhoods)
- Review of Culture Service. (Environment and Neighbourhoods)
- Housing Needs Savings. (Housing and Social Investment)
- Legal Services Staffing review (Resources)

3.8. The range of services that assessed no equalities impacts include:

- Increased revenue from Registrars ceremony bookings (Chief Executives)
- Parks Police Transformation. (Chief Executives)
- Libraries system re-procurement. (Children's Services)
- Increasing caseloads within Youth Offending team service. (Children's Services)
- Additional income in Commercial Waste. (Environment and Neighbourhoods)
- Increased enforcement of moving traffic contraventions. (Environment and Neighbourhoods)
- Review of Arts Service. (Environment and Neighbourhoods)
- Social Investment and Property Restructure. (Housing and Social Investment)
- Financial Management - Service Review (Resources)

3.9. The service that has identified a negative impact of savings proposals is increasing pay to park fees. They have identified an overall negative impact for those from lower socioeconomic backgrounds. One other proposal on Refugee Funding being used for services in Housing Needs has identified a potential negative impact on the protected characteristic of race, however this is being mitigated through regular review of the service.

3.10. The programmes under the heading of Capital/Funding do not in themselves require an EqlA. However, any services or projects that develop from these will each require an EqlA.

4. Next Steps

4.1. The assessment provided here is an initial assessment of the likely equalities impact of the proposals based on information currently available. The proposals will be finalised over the coming months. This process will involve a formal consultation on the proposals, including an online survey on the budget proposals towards the end of 2024. As the proposals are developed and amended following the budget consultation, any implications for the equalities impact of the proposals will be considered and the assessments updated. This will include updating any mitigating actions necessary to ensure proposals are adapted to prevent adverse impacts on groups who share protected characteristics wherever possible.

4.2. A full cumulative impact report will be produced in January 2025, with more detailed analysis on the likely equalities impact of the final proposals. This will be based on detailed equality impact assessments completed for each of the growth or savings proposals, updated to include any changes or additional information.

- 4.3. The final cumulative equality impact assessment report will also include a summary of any findings from the consultation relevant to the equalities implications of the proposals.

Appendix 1 – Initial Equalities Impact Analysis by proposal and action required.

The table below outlines the initial assessment of the likely equalities impact of each proposal with a brief analysis giving further information. This is based on assessments completed for each service area. Once the budget proposals have been finalised, each assessment will be revisited and further information requested where necessary, which may revise the final cumulative impact.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
1. Adult Social Care: Continuation of prevention initiatives	Saving	Overall: Neutral Age: Neutral Disability: Neutral Race: Neutral Religion: Neutral Sex: Neutral	The proposal will help meet the needs of adults with Care Act eligible needs. Positive impacts are expected for service users from this work. This is because their care packages are reviewed and adapted (if appropriate) based on a service user's desired health and wellbeing outcomes and any adaptations to the care plan are agreed with them and/or their friends and carers. Because of these arrangements, no negative impacts are expected.
2. Adult Social Care: Digital Transformation	Saving	Overall: Positive Age: Positive Disability: Positive Race: Positive Religion: Positive Sex: Positive	This is about using digital solutions to help meet resident's care needs and support them to live independently, therefore giving them more choice and control in how their care needs are met by allowing them to choose when/ how to receive care.
3. Adult Social Care: Enhanced LD Void Management	Saving	Overall: Neutral Age: Neutral Disability: Neutral Race: Neutral Religion: Neutral Sex: Neutral	The service is focussed specifically on the Care Act eligible needs of people with learning disabilities. It will help ensure the Council's contracted offer is fully utilised and that service users can live as locally as possible (if that is their desire).
4. Adult Social Care: Ensure eligible residents receive NHS continuing healthcare (CHC) funding	Saving	Overall: Positive Age: Positive Disability: Positive Race: Positive Sex: Positive	The proposal does not introduce changes to how the service meets the needs of adults with Care Act-eligible needs. Rather, it is focussed on agreeing responsibility for funding with NHS partners. Because it will not introduce any changes to service delivery, no negative impacts are expected.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
5. Adult Social Care: Flexible model for short breaks for mental health and learning disability service users	Saving	Overall: Positive Disability: Positive	The offer will help ensure that resident service users have a local facility to attend for respite. This will also help with ensuring that they do not need to travel far from their network/ out of the borough to access this.
6. Adult Social Care: Increased Nomination to General Needs (Enhanced integration with Housing)	Saving	Overall: Positive Age: Positive Disability: Positive Race: Positive Sex: Positive	The proposal seeks to ensure that accommodation is appropriate for needs of service users with a disability or mental health needs. It entails a supported living accommodation pathway so that service users can move into general needs housing with low-level support and tech-enabled care. This would reduce the number of residents remaining in supported living schemes longer than the planned 2-year period, increase the local supply and decrease out-of-area placements.
7. Adult Social Care: Ongoing review of processes and ways of working through recruitment panel	Saving	Overall: Neutral Age: Neutral Disability: Neutral Race: Neutral Religion: Neutral Sex: Neutral	This work does not directly affect residents. However, regular recruitment and performance discussions will ensure there is sufficient staffing capacity to continue delivering timely, responsive and safe statutory adult social care services to residents with Care Act eligible needs.
8. Adult Social Care: Reablement transformation through delivery from external provider	Saving	Overall: Positive Age: Positive Disability: Positive Race: Positive Sex: Positive	By spot purchasing reablement packages of care, there is a wider market to draw on for services, which allows the Council to better meet residents' needs and respond to their feedback. This will continue with a cohort of reablement care agencies offering tailored intervention through block contracts.
9. Adult Social Care: Re-designing day services at Chamberlain House	Saving	Overall: Positive Age: Positive Disability: Positive Race: Positive Sex: Positive	The offer at Chamberlain House ensures that care and support for older residents with complex needs including dementia are met, as well as the Council Plan's objectives around timely provision to support independent living.
10. Chief Executives: Communications and Design Staffing Savings	Saving	No impact on equalities.	Reduction in staffing posts don't impact service delivery. There will also be a reduction in contract spending but no reduction in service.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
11. Chief Executives: Corporate Strategy and Communities Recruitment Challenge	Saving	No impact on equalities.	Reviewing vacancies that come up organically and consider whether posts need to be filled. EqIA will be completed when posts identified.
12. Chief Executives: Increased revenue from Registrars ceremony bookings	Saving	No impact on equalities.	The plan will involve increasing revenue by enabling and promoting ceremonies taking place specifically at Leighton House but also more widely within the borough. This will have no impact in terms of EqIA.
13. Chief Executives: Leaders Office Restructure	Saving	No impact on equalities.	Reduction in staffing posts don't impact service delivery. There will also be a reduction in contract spending but no reduction in service.
14. Chief Executives: Parks police Refocusing	Saving	No impact on equalities.	Community safety services being reviewed to ensure investment on safety aligns with concerns raised by residents and crime analysis. Parks police will continue but with refocused provision in areas most valued and effective. No impact as no loss to service.
15. Chief Executives: Reduction of previously budgeted revenue growth in Corporate Strategy team.	Saving	No impact on equalities.	A reconfiguration in the team structure, generated a saving. It will not affect the team's capacity to deliver this work. There are therefore no expected impacts on residents.
16. Chief Executives: Re-engineering of economy and skills function	Saving	Overall: Positive Race: Positive Socioeconomic: Positive	Cross council review of employment and skills underway to create better alignment and focus across council activity to create better outcomes more efficiently.
17. Chief Executives: Review of E-Newsletter contract and printing costs within Communications	Saving	No impact on equalities.	There will also be a reduction in contract spending but no reduction in service.
18. Childrens: Capitalising costs of business support for Children's Services asset strategy planning	Saving	No impact on equalities.	A School Standards business officer will take on the administration of Children's Services-led capital project groups. This will have no impact on services delivered.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
19. Childrens: Create business support hubs	Saving	Impact is unknown.	A review of existing business support to develop a more centralised model which will enable us to use resource more flexibly across the Directorate. No detailed proposal yet developed there they have been unable to accurately assess the impact.
20. Childrens: Creation of an integrated Children with Disabilities service	Saving	Impact is unknown.	The service is awaiting HR equalities data for the staff affected by the service change. This data will be compared with the RBKC workforce profile to assess if there are any disproportionate impacts on those with protected characteristics. A full EQIA will be conducted as part of the restructure process.
21. Childrens: Increasing caseloads within Youth Offending Team Savings	Saving	No impact on equalities.	Implementation of an adolescent service model which improves coordination of case holding across teams. This project is now complete, and it did not identify any negative disproportionate impact on any staff.
22. Childrens: Libraries system re-procurement	Saving	No impact on equalities.	A new front end and backend Libraries Management System and Lib-staffer staff rota planner system have been procured to enhance the functionality and improve the user experience.
23. Childrens: NRPF Procurement of Accommodation	Saving	Overall: Positive Age: Positive Race: Positive Socioeconomic: Positive	Introduction in RBKC of a new out-of-London housing option for families with no recourse to public funds who have a Child in Need. The Scheme provides families with accommodation that is potentially better suited to their needs than is typically available in London.
24. Childrens: Recouping overheads for free-school meals coordination	Saving	No impact on equalities.	There is no impact on residents or staff. The Council will be charging the GLA to implement its universal Free School Meal scheme.
25. Childrens: Reduce SEND transport by providing more local school places for children with SEN and increasing independent travel training	Saving	Overall: Positive Disability: Positive	The budget reduction is in line with the improvements already made in terms of increasing the availability of local school places and independent travel training which have reduced demand on council commissioned transport. The reduction of the budget will not affect the service currently offered because there is no change to policy to eligibility or transport policy associated with this proposal.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
26. Childrens: Reducing library opening hours on Sundays	Saving	Impact is unknown.	Proposal at consideration stage, before proceeding further, a formal consultation and engagement process would take place with the community and stakeholders and equality impacts will be updated accordingly.
27. Childrens: Reductions in functions supporting the directorate.	Saving	Impact is unknown.	At this stage, detailed delivery models have not been developed and as such it is not possible to accurately assess the impact on protected characteristics or develop mitigating actions. A full EQIA will be undertaken if a staffing restructure is required.
28. Childrens: Repurposing accommodation to best support care leavers	Saving	Overall: Positive Age: Positive Race: Positive Socioeconomic: Positive	Children in care are more likely to be male, from ethnically diverse communities, have a disability and come from a lower socioeconomic background. Increasing levels of local accommodation support improving life outcomes by reducing isolation, preparing them for independent living and improving links with the local community.
29. Childrens: Shared Services	Saving	Impact is unknown.	Reduction in number of staff posts in response to decrease in service activity. A staffing analysis has not been completed yet; therefore, it is unclear at this stage if or how the work will impact staff according to any protected characteristics.
30. Childrens: Staffing and buildings maintenance savings at Notting Hill Gate Library	Saving	Impact is unknown.	Notting Hill Gate Library and RBKC Co-Works have been closed to the public since early November 2023 due to a number of maintenance related issues. This an initial consideration of this proposal and before proceeding further, a formal consultation and engagement process would take place with the community and stakeholders.
31. Childrens: Transport and in one off payments	Saving	No impact on equalities.	The proposal being put forward here is to review opportunities for alternative income sources in the Council to be used to offset the staffing costs for home to school transport. This is in line with current policy and will have no impact on staffing or the service provided to residents.
32. Environment & Neighbourhoods: Additional income in Commercial Waste	Saving	No impact on equalities.	Analysis to be developed.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
33. Environment & Neighbourhoods: Al Fresco licencing income	Saving	No impact on equalities.	Analysis to be developed.
34. Environment & Neighbourhoods: Change staffing levels in Noise & Nuisance service	Saving	Neutral Impact across all characteristics.	The project involves minor amendments to staffing the team on a call rota – there will be no impact on residents as public access to service and operational hours of the service are unaffected.
35. Environment & Neighbourhoods: Environmental enforcement concession contract	Saving	Neutral Impact across all characteristics.	This will not impact on how residents and businesses access the services provided.
36. Environment & Neighbourhoods: Householder Planning application fees.	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
37. Environment & Neighbourhoods: Income Generation from parking suspensions related to location filming	Saving	Neutral Impact across all characteristics.	No protected groups will see any impact. The Parking Service will monitor the arrangement with FilmFixer and Filming Team colleagues during our routine liaison meetings. This will not directly impact services to residents.
38. Environment & Neighbourhoods: Increase pay-to-park fees.	Saving	Overall: Negative Socio-economic: Negative	Analysis to be developed.
39. Environment & Neighbourhoods: Increased enforcement of moving traffic contraventions.	Saving	No impact on equalities.	We have carefully considered the potential impact on all protected characteristic groups and are confident that the programme will not disproportionately affect any specific group. By enhancing compliance with traffic regulations, we aim to create a safer and more orderly environment for all residents and visitors.
40. Environment & Neighbourhoods: Increased fees from dockless rental ebike operators	Saving	No impact on equalities.	Increasing the contribution from operators is not expected to affect protected groups. An EQIA has been previously produced relating to the principle of introducing dockless rental e-bike parking bays.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
41. Environment & Neighbourhoods: Management restructure in Highway & Regulatory services department.	Saving	Equalities impacts yet to be assessed.	
42. Environment & Neighbourhoods: Museums and culture income opportunities	Saving	No impact on equalities.	Analysis to be developed.
43. Environment & Neighbourhoods: New Highways licence fees	Saving	No impact on equalities.	The increase in fees and charges will apply to all applicants who wish to obtain a highway licence to carry out work. No impact on services to residents.
44. Environment & Neighbourhoods: New rapid EV charging concession	Saving	Overall: Neutral Age: Neutral Disability: Neutral	30 bays from 33,000 will be impacted. No disabled bays will be removed for these chargers. If agreed a consultation will take place before implementation.
45. Environment & Neighbourhoods: Parks and Leisure Team efficiencies	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
46. Environment & Neighbourhoods: Reduce Air Quality service and provide only basic statutory function.	Saving	Equalities impacts yet to be assessed.	
47. Environment & Neighbourhoods: Reduce size of Health and Safety Regulatory team in Environmental Health	Saving	Neutral Impact across all characteristics.	This proposes deletion of an already vacant post. The deletion of the FTE results in a 16.6% reduction in the H&S Team. This reduction however will not impact on how residents and businesses access the service.
48. Environment & Neighbourhoods: Reduce staffing levels in Highway Maintenance	Saving	Neutral Impact across all characteristics.	This service redesign will not impact service users as it does not propose any change of policy in how we inspect or maintain our highways. The impact will be felt by officers, who will have more work to do than they otherwise would do if the vacant post were filled. The proposals reflect how we have operated for the past

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
			year. The service aims to maintain its volumes of activity in terms of planned maintenance and its inspection regime.
49. Environment & Neighbourhoods: Re-organisation in the E&N Hub	Saving	No impact on equalities.	Residents won't be impacted by this proposal because it impacts on back-office teams who provide support to internal staff and not those who work on the front line.
50. Environment & Neighbourhoods: Review of Arts Service	Saving	No impact on equalities.	Analysis to be developed.
51. Environment & Neighbourhoods: Review of Culture service	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
52. Environment & Neighbourhoods: Review of Ecology Service and Community Gardening	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
53. Environment & Neighbourhoods: Review of Growth and Delivery team staffing costs	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
54. Environment & Neighbourhoods: Review of Sustainability service	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
55. Environment & Neighbourhoods: Sports Bookings income	Saving	No impact on equalities.	There is no change to the service, fees, or operation because of this bid and therefore no impact on any residents in the borough.
56. Environment & Neighbourhoods: Street Enforcement management team	Saving	Neutral Impact across all characteristics.	The restructure involves no reduction in staffing numbers and does not impact how residents and businesses can access the services the team provide.
57. Environment & Neighbourhoods: Utilised accrued developer funding for staff costs	Saving	Equalities impacts yet to be assessed.	

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
58. Environment & Neighbourhoods: Waste contract efficiencies	Saving	No impact on equalities.	The food waste collection element was identified within the contract as a duplication of work already being conducted. Therefore, the charge was able to be offered up as a saving and no impact on staff or residents. The street sweeping element was brought into Knightsbridge a few years ago to cover a period in the summer where supercar meets ups happened. However, these events have disappeared and this sweeping is now surplus to requirements. Therefore, no impact on staff or residents.
59. Environment & Neighbourhoods: Widening the scope of what income from parking and enforcement is used to pay for	Saving	Equalities impacts yet to be assessed.	
60. Housing & Social Investment: Energy Savings	Saving	No impact on equalities.	Analysis to be developed.
61. Housing & Social Investment: Housing Needs	Saving	Neutral Impact across all characteristics.	The proposals will not result in a redundancy nor a reduction in permanent staff capacity. Therefore, the proposals have a neutral impact upon permanent employees of the Housing Needs service, have a neutral impact on service delivery, and a neutral impact upon services received by residents.
62. Housing & Social Investment: Housing Needs Contract Review	Saving	Equalities impacts yet to be assessed.	
63. Housing & Social Investment: Refugee Funding use for services in Housing Needs.	Saving	Overall: Neutral Age: Neutral Disability: Neutral Race: Negative Religion: Neutral Sex: Neutral Sexual Orientation: Neutral	There will be no change to the service provided to refugees and asylum seekers, who are covered in the protected characteristic of Race. Therefore, any negative impact from this redirection of funding and any future change in service demand will need a review of the EqIA to ensure there is no disadvantage to them.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
		Gender Reassignment: Neutral Marriage & Civil Partnership: Neutral Pregnancy & Maternity: Neutral Socioeconomic: Neutral	
64. Housing & Social Investment: Social Investment Property Restructure	Saving	No impact on equalities.	Analysis to be developed.
65. Resources: Audit, Risk, Fraud and Insurance (ARFI) – Corporate Anti-Fraud Service (Blue Badge Service)	Saving	No impact on equalities.	Analysis to be developed.
66. Resources: Audit, Risk, Fraud and Insurance (ARFI) – Insurance Service Review	Saving	No impact on equalities.	Analysis to be developed.
67. Resources: Audit, Risk, Fraud and Insurance (ARFI) – Insurance Staffing Review	Saving	Equalities impacts yet to be assessed.	
68. Resources: Audit, Risk, Fraud and Insurance (ARFI) – Internal Audit Service Review	Saving	No impact on equalities.	Analysis to be developed.
69. Resources: Consistent approach to statutory fees and new commercial opportunities	Saving	Impact is unknown.	No staff will be affected by this. There could be an impact on residents if they are required to pay higher fees or for services previously provided for free, until this item is developed further it is not possible to say which group will be impacted. Further EQIA's will be required once the option is fully developed.
70. Resources: Customer Delivery Direct Payments Review	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EQIA will be revised once the proposal is fully developed.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
71. Resources: Customer Delivery Staffing Review	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqlA will be revised once the proposal is fully developed.
72. Resources: Customer Delivery: Introduce appointeeship fee for clients whose financial affairs we manage.	Saving	Impact is unknown.	Guidance is currently being prepared to determine the detailed approach that will be taken at which point a further EQIA will be undertaken.
73. Resources: Customer Delivery: Local Support Payment Scheme	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqlA will be revised once the proposal is fully developed.
74. Resources: Customer Delivery: More frequent review of existing discounts and exemptions applied to CT accounts	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqlA will be revised once the proposal is fully developed.
75. Resources: Customer Delivery: Move recovery of in-borough parking debts in-house	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqlA will be revised once the proposal is fully developed.
76. Resources: Customer Delivery: Reduce Postage Costs	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqlA will be revised once the proposal is fully developed.
77. Resources: Customer Delivery: Review revenue recovery costs	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqlA will be revised once the proposal is fully developed.
78. Resources: Customer Relationship Management	Saving	Neutral Impact across all characteristics.	Overall better online service with no reduction in other means of accessing support services that may impact on those who are

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
(CRM) and web-site enhancement			older, have a disability or where English is not their first language.
79. Resources: Digital Design and Technology (DD&T): Staffing Review	Saving	No impact on equalities.	This is an enabling service, with no external facing consumers. Service levels have been assessed and there is no impact anticipated.
80. Resources: Financial Management - Service Review	Saving	No impact on equalities.	This is a restructuring of staff roles and no impact on services residents receive.
81. Resources: Governance & Mayoralty Team – Reduction in staffing budget and supplies and services provision	Saving	Neutral Impact across all characteristics.	A review of staffing in Governance this would not jeopardise any statutory functions. There is no impact on residents but there will be some impact on service provided to departments.
82. Resources: Human Resources and Organisational Development - Staffing Review	Saving	Equalities impacts yet to be assessed.	
83. Resources: Legal Services- changes to the Director of law post	Saving	No impact on equalities.	The WCC Director of Law post was a Bi-Borough post and RBKC were charged 50% of the costs of that post. WCC made the post sovereign in this financial year and so RBKC made an immediate saving of 50% of the costs. There is no impact on RBKC staff or reduction in service.
84. Resources: Legal Services Staffing Review	Saving	Neutral Impact across all characteristics.	A review of staffing in Legal will not jeopardise any statutory functions. There is no impact on residents but there will be some impact on service provided to departments. We are mitigating risks by encouraging more self-management, reviewing processes and increasing the use of automation. We have regular meetings with our client departments to monitor the demand for legal services. If legal work escalates, we have the possibility of outsourcing.
85. Resources: Strategic Procurement	Saving	Equalities impacts yet to be assessed.	
86. Capital/Funding: Parking Income Environment and Neighbourhoods have	Saving	No impact on equalities.	There is no impact on equalities of this programme, as no service is being reduced and no impact on staff or residents.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
identified additional spend to be charged against the parking income			
87. Capital/Funding: Agreement on centralized review of ongoing cross-cutting public health spend. For September, options paper on one-off Public Health funding allocation (£2.3m)	Saving	No impact on equalities.	There is no EqlA required for the overall programme of work. EqlAs will be required for the individual projects funded through the allocation.
88. Capital/Funding: Review of Capital Funding- Major Projects Board to review and agree projects to prioritise on the capital programme. Agreement to the reduction of CIL and S106 reserve – but with some limitations for pro-active projects. Request for a cleaned-up Capital Programme list and that makes clear which projects are eligible for CIL and s106 funds.	Saving	No impact on equalities.	An EqlA is not required for this overall programme. However, as savings are identified EqlAs will be required for each project or service outlining the equalities impacts of the saving.
89. Commercialisation: Advertisement - Expand the current contract for digital advertising on bus stops. Explore advertisement opportunities across the borough. Support for digital conversion of exiting paper billboards.	Saving	Neutral Impact across all characteristics.	Proposals are being developed for potential advertising & sponsorship opportunities within the borough. The policy and proposals will further analyse the impact of those with protected characteristics as they develop as well as considerations, such as rules governing advertising to young people.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
Explore all location proposals.			
90. Commercialisation: Event Spaces – Business case for the event spaces at KTH, including installing a commercial kitchen. Audit of COTH to understand the ROI from recent expenditure. Explore renting the events spaces to external companies to run.	Saving	Impact is unknown.	Proposals are in development.
91. Commercialisation: Museums – Explore opportunities for Leighton House & Sambourne House to be run by external companies.	Saving	No impact on equalities.	Proposals are in development.
92. Enabling Services and Process Review	Saving	Impact is unknown.	The workstream is still in the scoping phase and so would be unable to assess impact any potential impact at this stage to fully complete the screening section. A review on staffing would be taking place in some form. This may impact the EqlA scoring in the future.
93. Operational Estate	Saving	Impact is unknown.	Proposals are in development.
94. Adult Social Care: Demographic Pressures - Transition placements	Growth	Overall: Positive Age: Positive Disability: Positive Race: Positive Religion: Positive Sex: Positive	The proposal will help meet the needs of adults with Care Act eligible needs. Positive impacts are expected for service users from this work. This is because their care packages are reviewed and adapted (if appropriate) based on a service user's desired health and wellbeing outcomes and any adaptations to the care plan are agreed with them and/or their friends and carers.
95. Adult Social Care: Demographic Pressures - Mental Health placements	Growth	Overall: Positive Age: Positive Disability: Positive	The proposal will help meet the needs of adults with Care Act eligible needs. Positive impacts are expected for service users from this work. This is because their care packages are reviewed

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
		Race: Positive Religion: Positive Sex: Positive	and adapted (if appropriate) based on a service user's desired health and wellbeing outcomes and any adaptations to the care plan are agreed with them and/or their friends and carers.
96. Adult Social Care: Customer Delivery - Social Service Line (SSL)	Growth	Positive Impact across all characteristics.	The proposed growth in the Social Services line will significantly enhance the team's ability to manage increasing demands, ensuring that vulnerable residents, including those with disabilities, the elderly, and diverse ethnic backgrounds, receive timely and effective support. This expansion is crucial for maintaining the well-being and safety of these groups, particularly through improved management of safeguarding reports. Additionally, the growth will help reduce service inequalities, particularly in deprived areas like North Kensington, by ensuring more consistent and equitable access to support across all demographic groups.
97. Chief Executive – Elections budget deficit	Growth	Equalities impacts yet to be assessed.	
98. Childrens: Funding reduction in DSG for virtual schooling	Growth	Overall: Positive Age: Positive Race: Positive Sex: Positive Socioeconomic: Positive	This service is overrepresented by young people from ethnically diverse communities, male young people and children from the most deprived areas of the borough. Given the overrepresentation of some protected characteristics in this cohort, the equalities impact of this proposal is positive.
99. Childrens: North Kensington Social Justice Archive	Growth	Neutral Impact across all characteristics.	Analysis to be developed.
100. Childrens: Estimated Demographic Pressures	Growth	Overall: Positive Age: Positive Race: Positive Sex: Positive Disability: Positive Socioeconomic: Positive	These proposal supports increase in demand on services for looked after children. These young people are more likely to be male, from ethnically diverse communities, have a disability and come from a lower socioeconomic background. Given the overrepresentation of some protected characteristics, the equalities impact of this proposal is positive.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
101. Childrens: Customer Delivery-Social Service Line (SSL)	Growth	Overall: Positive Race: Positive Sex: Positive Socioeconomic: Positive	This service is overrepresented by young people from ethnically diverse communities, male young people and children from the most deprived areas of the borough. This proposal is to meet the demand in services and therefore given the overrepresentation of some protected characteristics, the equalities impact of this proposal is positive.
102. Housing & Social Investment: Lancaster West-funded from base	Growth	Equalities impacts yet to be assessed.	
103. Housing & Social Investment: Temporary Accommodation Pressures	Growth	Equalities impacts yet to be assessed.	
104. Resources: Apprenticeship Levies	Growth	Equalities impacts yet to be assessed.	
105. Resources: CRM Data Cleansing Post	Growth	No impact on equalities.	The role of a CRM Data Cleanser has no impact on equalities as it focuses solely on maintaining accurate and consistent data within the system, without influencing or altering how services are delivered to different demographic groups.
106. Resources: Discretionary Council Tax Scheme	Growth	Equalities impacts yet to be assessed.	
107. Resources: MS Azure contract pressures	Growth	Equalities impacts yet to be assessed.	
108. Resources: DD&T Staffing budget deficit	Growth	No impact on equalities.	This is an enabling service, with no external facing consumers. Service levels have been assessed and there is no impact anticipated.
109. Resources: Cyber Security	Growth	Neutral Impact across all characteristics.	This will advantage all service users through improving RBKCs resilience and will ensure that even when a part of its services is compromised by a cyber-attack, this will not spread to and affect other services as they will be segregated and therefore more secure. Should the bid not be successful, it is feasible that those data subjects with protected characteristics will be at a greater

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
			disadvantage in the case of unauthorised access or cyber-attack, as they are deemed to be more vulnerable due to their characteristics. This applies to both data loss/compromise or loss of service continuity.
110. Environment & Neighbourhoods: Environmental Health line & Streetline	Growth	Equalities impacts yet to be assessed.	
111. Environment & Neighbourhoods: Licensing team Licensing Assistant	Growth	No impact on equalities.	This will increase capacity in the team to better support the customer experience across all protected groups.
112. Environment & Neighbourhoods: Make permanent services that enhance the public realm, working towards the cleanest streets. 2 x Street Wash Crews, 1 x Graffiti Removal Crew, 2 x Clear All Crews.	Growth	Positive impact across all protected characteristics.	Street cleaning in a timely manner will have a positive impact on the whole community, by improving the neighbourhood and combating problems with staining of high streets and the dangers of slippery pavements.
113. Environment & Neighbourhoods: Netcall licensing costs	Growth	Equalities impacts yet to be assessed.	
114. Environment & Neighbourhoods: 3 additional Street Enforcement Officers	Growth	Equalities impacts yet to be assessed.	

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Appendix E- Schedule of Draft Fees and Charges 2025/26

This document includes fees and charges that have been proposed for 2025/26 and in some cases 2026/27 for services which need to facilitate advance bookings.

The proposed fees and charges are presented by directorate for the purposes of this report.

There are increases that broadly follow the 2% increase set out in the budget report in November with some small deviation either in % or absolute amount being allowed for in this. For example, where the fee or charge is only a few pence, a small change appears as a larger % increase.

Notable exceptions (marked♦) are explained in Appendix F.

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DIRECTORATE: ENVIRONMENT AND NEIGHBOURHOODS
DEPARTMENT: CLEANER, GREENER AND CULTURAL SERVICES

SERVICE: STREET CLEANSING (20% Discount Applied for Charities)

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
HOUSEHOLD BULKY COLLECTIONS - VAT Zero rated			
Up to 10 items of unwanted household furniture, electrical items/appliances or similar items	40.75	41.95	2.9%
REMOVAL FROM GULLIES			
Standard Charge	94.95	97.80	3.0%
Pensioners and registered Disabled (10% Of Standard charge)	9.55	9.85	3.1%
OTHER REMOVALS FROM THE HIGHWAY			
Shopping Trolleys - Removal, transport and administration	69.10	71.15	3.0%
Removal of Estate Agent Boards (per board)	195.25	201.10	3.0%
Removal of Small Items from the Highway - Standard Charge	87.85	90.50	3.0%
Removal of Small Items from the Highway - Storage per day	11.70	12.05	3.0%
Removal of debris after a motor incident (minor accident)	Actual Cost	Actual Cost	N/A
Removal of debris after a motor incident (major accident)	Actual Cost	Actual Cost	N/A
Removal of Builders waste or other fly tipped items on the Highway	Actual Cost	Actual Cost	N/A
Removal of damaged items/debris as a result of extreme weather events	Actual Cost	Actual Cost	N/A
Removal of abandoned vehicles from land other than the public highway or Council land			
- Inspection/Admin Fee	125.25	129.00	3.0%
- Removal/Admin Fee	187.95	193.60	3.0%
PRIVATE SERVICES – Additional Street Cleansing or Graffiti Removal			
Up to 1 hour	74.25	76.50	3.0%
Up to 2 hours	122.30	125.95	3.0%
Up to 3 hours	176.70	182.00	3.0%
Up to 4 hours	228.20	235.05	3.0%
Up to 5 hours	296.50	305.40	3.0%
Up to 6 hours	348.00	358.45	3.0%
Up to 7 hours	399.45	411.45	3.0%
Up to 8 hours	462.40	476.25	3.0%

SERVICE: COMMERCIAL WASTE (20% Discount Applied for Charities) ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
BAGGED WASTE & RECYCLING			
General Waste Sacks - cost per sack	2.15	2.20	2.2%
Recycling Sacks - cost per sack	1.25	1.25	0.0%
Bag delivery courier fee	13.00	13.40	3.1%
WHEELIE BIN WASTE & RECYCLING			
23 Ltr Caddy - Food Waste - cost per empty	1.25	1.25	0.0%
Food Waste bags		0.50	New
120/140 Ltr Wheelie Bins - Food Waste - cost per empty	5.70	5.70	0.0%
Waste collection charge 240 L General	7.15	7.35	2.8%
Waste collection charge 240 L Recycling	2.80	2.80	0.0%
360 Ltr Wheelie Bins - General Waste - cost per empty	8.70	8.95	2.9%
360 Ltr Wheelie Bins - Recycling - cost per empty	3.95	3.95	0.0%
660 Ltr Wheelie Bins - General Waste - cost per empty	12.05	12.40	2.9%
660 Ltr Wheelie Bins - Recycling - cost per empty	8.75	8.75	0.0%
PALADINS / CHAMBERLAINS			
940 Ltr Paladins & Chamberlains - General Waste Only	15.90	16.40	3.1%
EURO BIN WASTE & RECYCLING			
1100 Ltr Euro Bins - General Waste - cost per empty	17.35	17.85	2.9%
1100 Ltr Euro Bins - Compacted Waste - cost per empty	45.45	46.80	3.0%
1100 Ltr Euro Bins - Recycling - cost per empty	12.35	12.35	0.0%
OFFICE RECYCLING BOX (takes one recycling sack)			
Large cardboard bale	5.35	5.35	0.0%
DOMESTIC BIN HIRE			
240 Ltr Euro Bins - Domestic Bin Hire - cost per bin per week	2.70	2.80	3.7%
360 Ltr Euro Bins - Domestic Bin Hire - cost per bin per week	2.70	2.80	3.7%
660 Ltr Euro Bins - Domestic Bin Hire - cost per bin per week	2.75	2.75	0.0%
1100 Ltr Euro Bins - Domestic Bin Hire - cost per bin per week	2.75	2.75	0.0%
Chamberlain and paladin bins - Bin Hire - cost per bin per week	2.70	2.80	3.7%
NEW CONTAINERS			
Chamberlain 940 Litre	451.50	451.50	0.0%
1100 Litre	483.00	483.00	0.0%
820 Litre	462.00	462.00	0.0%
660 Litre	446.25	446.25	0.0%
360 Litre	115.50	115.50	0.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
240 Litre	80.10	80.10	0.0%
BIN REPAIR (NON-RBKC CONTAINER)			
Lid	48.70	50.15	3.0%
Wheels (per wheel)	15.20	15.65	3.0%
Call Out Fee	0.00	20.00	NEW
CONTAINER STEAM CLEANSING			
Container/Paladin per cleanse	37.85	39.00	3.0%
COMMERCIAL BULKY WASTE COLLECTIONS			
Minimum Charge	54.50	56.15	3.0%
Most Expensive Item (fridge/freezer)	89.90	92.60	3.0%
SKIPS & COMPACTORS			
Commercial Compactors - 7 cubic yards	286.60	295.00	3.0%
Commercial Compactors - 10-14 cubic yards	351.50	362.05	3.0%
Commercial Compactors - 14-18 cubic yards	389.35	401.05	3.0%
Waste Skip Compactor – 2 Tons Max	465.00	479.00	3.0%
Recycling Skip Compactor – 2 Tons Max	169.00	169.00	0.0%
Waste Skips Per Ton Disposal	192.00	198.00	3.1%
Recycling Skips Per Ton Disposal	42.00	42.00	0.0%
Skips Haulage	85.00	88.00	3.5%
Skip Compactor Hire	354.60	365.00	2.9%

SERVICE: PRIVATE STREET SWEEPING

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Sweeping			
Weekday per hour	52.85	54.00	2.2%
Saturday per hour	54.25	56.00	3.2%
Sunday per hour	66.75	69.00	3.4%
Gullies			
Weekday per gully	20.25	21.00	3.7%
Saturday per gully	21.20	22.00	3.8%
Sunday per gully	25.65	26.40	2.9%

SERVICE: GARDEN WASTE ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Annual subscription	75.90	75.90	0.0%
Additional garden waste bag collection	9.00	9.00	0.0%

SERVICE: LEISURE ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
LEISURE IN PARKS			
FOOTBALL (GRASS PITCHES) - Holland Park and Kensington Memorial Park			
Per pitch – Adult	117.00	119.50	2.1%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Per pitch – Junior	76.00	77.50	2.0%
Sports session per area - please note there are 3 available area in Holland Park and 2 in Kensington Memorial Park	32.00	32.65	2.0%
Commercial Rate for Sports Session per area	45.00	46.00	2.2%
Block Booking – adult	110.00	112.50	2.3%
Block Booking – junior	71.00	72.50	2.1%
5-A-SIDE MULTI-USE GAMES AREA (MUGA) (ASTRO-TURF PITCHES) - EMSLIE HORNIMAN PLEASANCE			
Bookings for 10 or more games are exempt from VAT			
Per pitch – Adult	43.00	44.00	2.3%
Per pitch – Junior	22.00	22.50	2.3%
Block Booking per pitch - Adult	37.00	37.75	2.0%
Block Booking per pitch - Junior	18.00	18.35	1.9%
7-A-SIDE MULTI-USE GAMES AREA (MUGA) (ASTRO-TURF PITCHES) - EMSLIE HORNIMAN PLEASANCE AND AVONDALE PARK			
Bookings for 10 or more games are exempt from VAT			
Per pitch – Adult	69.00	70.40	2.0%
Per pitch – Junior	34.00	34.70	2.1%
Block Booking per pitch - Adult	64.00	65.30	2.0%
Block Booking per pitch - Junior	32.00	32.65	2.0%
Commercial Rate for Pitch Hire	48.00	49.00	2.1%
CRICKET (ARTIFICIAL) - HOLLAND PARK AND KENSINGTON MEMORIAL PARK			
Bookings for 10 or more games are exempt from VAT			
Per pitch at Holland Park (one off booking)	102.00	104.00	2.0%
Per pitch at Holland Park	93.00	95.00	2.2%
Junior practice session at Holland Park (one off booking)	45.00	46.00	2.2%
Junior practice session at Holland Park	41.00	41.80	2.0%
Per pitch at Kensington Memorial Park (for use for junior games only) (one off booking)	45.00	46.00	2.2%
Per pitch at Kensington Memorial Park (for use for junior games only)	41.00	41.80	2.0%
CRICKET NETS - HOLLAND PARK			
Per net excluding equipment (one off booking)	18.00	18.35	1.9%
Per net including equipment (one off booking)	24.00	24.50	2.1%
Per net excluding (5 credits)	72.00	73.50	2.1%
Per net including (5 credits)	95.00	97.00	2.1%
Commercial Rate per net	25.00	25.50	2.0%
TENNIS			
Off-peak is from 12pm-3pm Monday-Friday			
Pay and play per court - Adult	10.00	10.20	2.0%
Pay and play per court - Junior	5.00	5.10	2.0%
Off-peak per court - Adult	6.50	6.65	2.3%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Off-peak per court - Junior	3.50	3.60	2.9%
Per court - Leisure Pass	5.00	5.10	2.0%
Leisure Tennis Session (2 courts for 2 hours)	9.50	9.70	2.1%
Annual Tennis Registration Fee	20.00	20.40	2.0%
Annual Coach Registration Fee - Holland Park	1,645.00	1,678.00	2.0%
Annual Coach Registration Fee - All other sites	1,144.00	1,167.00	2.0%
MISCELLANEOUS			
Hire of tennis racket - Adult	6.00	6.10	1.7%
Deposit for tennis racket - Adult	24.00	24.50	2.1%
Sale of tennis balls (tube of 4 balls)	POA	POA	N/A
Hire of golf clubs (any 3 clubs)	5.00	5.10	2.0%
Deposit for golf clubs	24.00	24.50	2.1%
Hire of cricket equipment	6.00	6.10	1.7%
Deposit of cricket equipment	60.00	61.00	1.7%
Floodlights per hour	4.00	4.10	2.5%
COACHED TENNIS ACTIVITIES			
Tennis Court fee for coaches (Holland Park)	16.00	16.35	2.2%
Tennis Court for coaches (Drop in Holland Park)	N/A	18.50	NEW
Adult individual	66.00	67.30	2.0%
Junior individual	52.00	53.00	1.9%
Group coaching adult - 6 sessions	90.00	92.00	2.2%
Group coaching adult - single session	15.00	15.30	2.0%
Group coaching junior - 6 sessions	61.00	62.20	2.0%
Group Coaching junior - single session	12.00	12.25	2.1%
Average priced Coached court fee (all other sites)	11.00	11.20	1.8%
Tennis Activator (Holland Park)	6.00	6.10	1.7%
Tennis Activator (all other sites)	2.35	2.40	2.1%
Cardio tennis local residents (proof of residency required)	11.00	11.30	2.7%
Cardio tennis non-residents	14.00	14.30	2.1%
NETBALL			
Astro-turf 7-a-side charge applies if 3 courts are booked at any one time			
Adult - Holland Park and Avondale Park	31.00	31.60	1.9%
Junior - Holland Park and Avondale Park	15.00	15.30	2.0%
Adult - Emslie Horniman Pleasance	22.00	22.45	2.0%
Junior - Emslie Horniman Pleasance	12.00	12.25	2.1%
Commercial Netball Coaching	N/A	22.45	NEW
GROUP FITNESS LICENCE - ANNUAL FEE			
Group of 3-10 clients:			
- 1 - 6 sessions per week (312 per annum)	1,064.00	1,085.00	2.0%
- 7+ sessions per week (365+ per annum)	1,253.00	1,278.00	2.0%
- Sports field hire (per hour)	32.00	32.65	2.0%
Group of 11-20 clients:			
- 1 - 6 sessions per week (312 per annum)	1,253.00	1,278.00	2.0%
- 7+ sessions per week (365+ per annum)	1,503.00	1,533.00	2.0%
- Sports field hire (per hour)	32.00	32.60	1.9%
PERSONAL FITNESS LICENCE - ANNUAL FEE			
Group of 2 or less clients:			

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
- 1 - 6 sessions per week (312 per annum)	437.00	446.00	2.1%
- 7+ sessions per week (365+ per annum)	751.00	766.00	2.0%
GROUP/PERSONAL DAILY FITNESS LICENCE FEES (Charges are per trainer, per park)			
Group of 3 or less clients	63.00	64.25	2.0%
Group of more than 4 clients (plus 25.40 for sports field booking)	125.00	127.50	2.0%
GOLF PRACTICE NETS - HOLLAND PARK			
Adult (60 mins)	7.00	7.15	2.1%
Junior (60 mins)	3.40	3.50	2.9%
Adult (30 mins)	3.50	3.60	2.9%
Junior (30 mins)	1.70	1.80	5.9%
HIRE OF SPORTS FIELD AREA (SCHOOLS AND NON-CHARGE ACTIVITIES) - HOLLAND PARK			
Full Day (1/2 pitch)	64.00	65.30	2.0%
Half Day (1/2 pitch)	33.00	33.65	2.0%
Full Day (whole pitch)	128.00	130.60	2.0%
Half Day (whole pitch)	65.00	66.30	2.0%
PETANQUE			
Game	6.00	6.10	1.7%
Equipment deposit	24.00	24.50	2.1%
SPORTS CENTRES			
SWIMMING			
Adult Swim	5.75	5.95	3.5%
Junior Swim	2.30	2.35	2.2%
Concession - Standard	2.95	3.15	6.8%
Exercise Referral Scheme	2.95	3.15	6.8%
Swimming Lessons / Coaching (per person per lesson):			
- Adult Group	10.05	10.50	4.5%
- Junior Group	7.50	7.90	5.3%
School Swimming (per 30 minutes):			
- Main Pool One Lane - Kensington	30.80	31.90	3.6%
- Main Pool One Lane - Chelsea	30.80	31.90	3.6%
- Small Pool - Kensington	31.20	32.15	3.0%
- Small Pool - Chelsea	31.20	32.15	3.0%
Pool Hire (per hour):			
- Main Pool - Kensington	152.90	157.50	3.0%
- Main Pool - Chelsea	135.50	139.50	3.0%
- Small Pool - Kensington	81.90	84.35	3.0%
- Small Pool - Chelsea	79.70	82.10	3.0%
Showers:			
- Showers	2.05	2.10	2.4%
BADMINTON (per court per 60 minutes)			
Adult	15.30	15.75	2.9%
Junior/Concession	N/A	7.85	NEW
SQUASH (per court per 60 minutes)			
Adult	N/A	15.75	NEW
Junior/Concession	N/A	7.85	NEW

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
TABLE TENNIS (per table per hour)			
Adult	8.00	15.75	96.9%
Junior/Concession	4.00	7.85	96.3%
ROOM HIRE (per hour)			
Whole Main Hall - Kensington	114.30	117.75	3.0%
Whole Main Hall - Kensington Community Rate	57.30	58.45	2.0%
Half Main Hall - Kensington	57.10	58.90	3.2%
Half Main Hall - Kensington Community Rate	28.65	29.20	1.9%
Studio – Kensington	83.25	85.75	3.0%
Studio – Chelsea	81.65	85.75	5.0%
Studios - Kensington and Chelsea - Community Charge	40.80	41.60	2.0%
Meeting Room - Kensington	63.50	65.40	3.0%
Meeting Room - Kensington - Community Charge	30.25	30.85	2.0%
HARD PLAY AREA (per pitch per hour)			
Adult	57.20	60.05	5.0%
Junior	28.60	30.05	5.1%
Community Concession Rate	19.65	19.65	0.0%
Adult Commercial	N/A	70.00	NEW
COACHED ACTIVITIES (KENSINGTON AND CHELSEA)			
Adult (per hour)	7.75	8.00	3.2%
Junior (per hour)	6.40	6.60	3.1%
ACTIVE FOR LIFE SESSIONS			
All	2.10	2.10	0.0%
FITNESS GYM (KENSINGTON AND CHELSEA)			
Standard Session (1 hour)	9.60	9.85	2.6%
Concessions	4.80	5.05	5.2%
Induction Session - Casual	30.75	31.65	2.9%
Induction Session - Concessions	17.75	18.30	3.1%
MEMBERSHIP			
Monthly Membership	59.10	60.85	3.0%

SERVICE: ECOLOGY ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Environmental Education			
Provision of Ecology Staff - up to 2 hours (RBKC funded schools/groups)	92.00	94.00	2.2%
Provision of Ecology Staff - up to 2 hours (Non-RBKC funded schools/groups - private and out of borough)	125.00	128.00	2.4%
Self-Led Sessions Including use of wildlife area			
Ecology Centre Talk (RBKC funded schools/groups)	40.00	41.00	2.5%
Ecology Centre Talk (Non-RBKC funded schools/groups - private and out of borough)	40.00	41.00	2.5%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Attendance Wildlife Area (RBKC funded schools/groups)	3.50	3.50	0.0%
Attendance Wildlife Area (Non-RBKC funded schools/groups - private and out of borough)	4.50	4.50	0.0%
Forest School			
Taster Session - up to 2 hours	84.00	85.50	1.8%
Taster Session - up to 2 hours (Non-RBKC funded schools/groups - private and out of borough)	114.00	116.00	1.8%
6 Week Programme (RBKC funded schools/groups)	431.00	440.00	2.1%
6 Week Programme (Non-RBKC funded schools/groups - private and out of borough)	574.00	585.00	1.9%
Full Day Forest School Program - up to 5 hours (Possible revision of Forest provision in 2019) - RBKC funded Schools/groups	178.00	182.00	2.2%
Full Day Forest School Program - up to 5 hours (Possible revision of Forest provision in 2019) - Non RBKC funded schools/groups and private and out of borough schools	250.00	255.00	2.0%
Holiday Program - 2 hour session			
Standard Individual	6.50	6.50	0.0%
Concessions	5.50	5.50	0.0%
Nature Tots - Under 5's nature explorers activity	8.50	8.50	0.0%
Entrance fee	2.50	2.50	0.0%
Holiday Program - 2-4 hour session			
Standard Individual	11.50	11.50	0.0%
Concessions	9.50	9.50	0.0%
Forest School Holiday Program - per day	36.00	37.00	2.8%
Adult Event (per person/max. 2 hours)			
Standard Individual	7.50	7.50	0.0%
Concessions	6.50	6.50	0.0%
Entrance fee	2.50	2.50	0.0%
Adult Event/Workshop (per person/ 2-5 hours)			
Standard Individual	61.00	62.00	1.6%
Concessions	45.00	46.00	2.2%
Individual charge for half day inset session	40.00	41.00	2.5%
Inset Training per half day	393.00	401.00	2.0%
Gardening Workshop - per session	11.50	11.50	0.0%
Centre Hire			
Per hour rate – minimum 2 hours (weekdays & working hours)	43.00	44.00	2.3%
Per hour rate – minimum 2 hours (after hours & weekends)	66.00	67.00	1.5%
Corporate Hire - Per Hour	87.00	89.00	2.3%
Professional filming/photography - exclusive use of centre	POA	POA	N/A
Provision of Refreshments: Tea, Coffee and biscuits - per head	3.50	3.50	0.0%
Audio visual equipment per session	61.00	62.00	1.6%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Flip Chart stand, pads and pens per set per booking	17.00	17.00	0.0%
Birthday Parties			
Weekday Ecology Party (centre hire and environmental activity led by Ecology Staff) – up to 2 hours, plus 1 hour each side for preparation/clean up	426.00	435.00	2.1%
Weekend Ecology Party (centre hire and environmental activity led by Ecology Staff) – up to 2 hours, plus 1 hour each side for preparation/clean up	590.00	602.00	2.0%
Other			
New Nature Explorer Bags - for hire per person	5.50	5.50	0.0%
Nature Wellbeing Session - Corporate			
Per hour rate - (up to 2 hours)	150.00	153.00	2.0%
Nature Wellbeing Session - Internal			
1 hour	103.00	105.00	1.9%
2 hours	196.00	200.00	2.0%
HR Wellbeing Session			
Up to 1.50 hours	134.00	136.00	1.5%

SERVICE: PARKS

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
ICE HOUSE			
Public Exhibitions (11 day hire)			
Standard Rate	1,135.00	1,169.00	3.0%
Local Artist	927.00	955.00	3.0%
Single Day Events			
Weekday Hire (per half day/ 4hrs)	152.00	157.00	3.3%
Weekend Hire (per half day/ 4hrs)	258.00	266.00	3.1%
DONATED BENCHES & TREES			
Donated Benches	1,180.00	1,215.00	3.0%
Donated Tree	218.00	225.00	3.2%

SERVICE: CEMETERIES ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
CEMETERIES - Exempt for VAT			
GRAVE PURCHASE - GUNNERSBURY CEMETERY			
2.13m x 0.91m (7ft x 3ft) STANDARD SINGLE GRAVE SPACE			
Grave Purchase & Grant - Gunnersbury - Pathside – Resident	3,494.00	3,564.00	2.0%
Grave Purchase & Grant - Gunnersbury - Pathside - Non Resident	10,193.00	10,692.00	4.9%
Grave Purchase & Grant - Gunnersbury - Non Pathside – Resident	2,618.00	2,670.00	2.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Grave Purchase & Grant - Gunnersbury - Non Pathside - Non Resident	7,638.00	8,010.00	4.9%
DOUBLE GRAVE SPACE			
Grave Purchase & Grant - Gunnersbury - Pathside – Resident	3,316.00	3,382.00	2.0%
Grave Purchase & Grant - Gunnersbury - Pathside - Non Resident	9,672.00	10,146.00	4.9%
Grave Purchase & Grant - Gunnersbury - Non Pathside – Resident	2,486.00	2,536.00	2.0%
Grave Purchase & Grant - Gunnersbury - Non Pathside - Non Resident	7,251.00	7,608.00	4.9%
TREBLE GRAVE SPACE			
Grave Purchase & Grant - Gunnersbury - Pathside – Resident	3,132.00	3,195.00	2.0%
Grave Purchase & Grant - Gunnersbury - Pathside - Non Resident	9,135.00	9,585.00	4.9%
Grave Purchase & Grant - Gunnersbury - Non Pathside – Resident	2,348.00	2,395.00	2.0%
Grave Purchase & Grant - Gunnersbury - Non Pathside - Non Resident	6,852.00	7,185.00	4.9%
2m x 0.75m (6ft 6ins x 2ft 6ins) SMALL SINGLE GRAVE SPACE			
Grave Purchase & Grant - Gunnersbury - Pathside – Resident	2,564.00	2,615.00	2.0%
Grave Purchase & Grant - Gunnersbury - Pathside - Non Resident	7,476.00	7,845.00	4.9%
Grave Purchase & Grant - Gunnersbury - Non Pathside – Resident	1,705.00	1,739.00	2.0%
Grave Purchase & Grant - Gunnersbury - Non Pathside - Non Resident	4,973.00	5,217.00	4.9%
DOUBLE GRAVE SPACE			
Grave Purchase & Grant - Gunnersbury - Pathside – Resident	2,427.00	2,476.00	2.0%
Grave Purchase & Grant - Gunnersbury - Pathside - Non Resident	7,079.00	7,428.00	4.9%
Grave Purchase & Grant - Gunnersbury - Non Pathside – Resident	1,648.00	1,681.00	2.0%
Grave Purchase & Grant - Gunnersbury - Non Pathside - Non Resident	4,808.00	5,043.00	4.9%
TREBLE GRAVE SPACE			
Grave Purchase & Grant - Gunnersbury - Pathside – Resident	2,290.00	2,336.00	2.0%
Grave Purchase & Grant - Gunnersbury - Pathside - Non Resident	6,680.00	7,008.00	4.9%
Grave Purchase & Grant - Gunnersbury - Non Pathside – Resident	1,557.00	1,588.00	2.0%
Grave Purchase & Grant - Gunnersbury - Non Pathside - Non Resident	4,540.00	4,764.00	4.9%
GRAVE PURCHASE - HANWELL CEMETERY			
2m x 0.75m (6ft 6ins x 2ft 6ins) SMALL SINGLE GRAVE SPACE			

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Grave Purchase & Grant - Hanwell - Pathside – Resident	1,308.00	1,334.00	2.0%
Grave Purchase & Grant - Hanwell - Pathside - Non Resident	3,816.00	4,002.00	4.9%
Grave Purchase & Grant - Hanwell - Non Pathside – Resident	1,047.00	1,068.00	2.0%
Grave Purchase & Grant - Hanwell - Non Pathside - Non Resident	3,054.00	3,204.00	4.9%
DOUBLE GRAVE SPACE			
Grave Purchase & Grant - Hanwell - Pathside – Resident	1,244.00	1,269.00	2.0%
Grave Purchase & Grant - Hanwell - Pathside - Non Resident	3,625.00	3,807.00	5.0%
Grave Purchase & Grant - Hanwell - Non Pathside – Resident	999.00	1,019.00	2.0%
Grave Purchase & Grant - Hanwell - Non Pathside - Non Resident	2,917.00	3,057.00	4.8%
TREBLE GRAVE SPACE			
Grave Purchase & Grant - Hanwell - Pathside – Resident	1,173.00	1,196.00	2.0%
Grave Purchase & Grant - Hanwell - Pathside - Non Resident	3,420.00	3,588.00	4.9%
Grave Purchase & Grant - Hanwell - Non Pathside – Resident	940.00	959.00	2.0%
Grave Purchase & Grant - Hanwell - Non Pathside - Non Resident	2,742.00	2,877.00	4.9%
INTERMENT & REOPENING OF GRAVES			
The interment cost for residents' children up to 16 years of age are waived.			
Single interment – Resident	2,195.00	2,239.00	2.0%
Single interment - Non Resident	4,392.00	4,480.00	2.0%
Up to 2 interments / Reopenings (each) – Resident	2,195.00	2,239.00	2.0%
Up to 2 interments / Reopenings (each) - Non Resident	4,392.00	4,480.00	2.0%
INTERMENT OF CREMATED REMAINS			
Grave Purchase and Grant – Resident	740.00	755.00	2.0%
Grave Purchase and Grant - Non Resident	2,159.00	2,265.00	4.9%
Interment – Resident	436.00	445.00	2.1%
Interment - Non Resident	873.00	890.00	1.9%
Double Internment – Resident	654.00	667.00	2.0%
Double Internment - Non Resident	1,308.00	1,334.00	2.0%
Triple Internment – Resident	873.00	890.00	1.9%
Triple Internment - Non Resident	1,744.00	1,779.00	2.0%
INTERMENTS - UNPURCHASED GRAVES			
The fees for persons under 18 years of age are claimed through the Children's Fund.			
Still-born and infants up to 30 days			
- resident	240.00	245.00	2.1%
- non-resident	240.00	245.00	2.1%
Child up to 12 years			
- resident	1,098.00	1,120.00	2.0%
- non-resident	2,196.00	2,240.00	2.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Person exceeding 12 years			
- resident	2,195.00	2,239.00	2.0%
- non-resident	4,392.00	4,480.00	2.0%
INTERMENTS - PRIVATE GRAVES			
(Includes grass matting)			
The fees for persons under 18 years of age are claimed through the Children's Fund.			
Still-born and infants up to 30 days			
- resident	240.00	245.00	2.1%
- non-resident	240.00	245.00	2.1%
Child up to 12 years			
- resident	1,098.00	1,120.00	2.0%
- non-resident	2,196.00	2,240.00	2.0%
Person exceeding 12 years			
- resident	2,195.00	2,239.00	2.0%
- non-resident	4,392.00	4,480.00	2.0%
Coffin longer than 6'9" (2.06m) and/or wider than 2'5" (0.74m) or a Casket/Non-standard coffin			
- resident	2,748.00	2,803.00	2.0%
- non-resident	5,494.00	5,604.00	2.0%
Out of Hours Charges for Interment			
Monday to Friday	309.00	315.00	1.9%
NON PRIVATE GRAVES			
Grave Space Only - Resident	2,195.00	2,239.00	2.0%
Grave Space Only - Non Resident	4,392.00	4,480.00	2.0%
EXHUMATIONS (Includes VAT at 20%)			
Standard Charge (Coffin or Casket) - Resident	4,479.00	4,569.00	2.0%
Standard Charge (Coffin or Casket) - Non Resident	8,958.00	9,137.00	2.0%
Disinterment of Cremated Remains - Resident	451.00	460.00	2.0%
Disinterment of Cremated Remains - Non Resident	903.00	921.00	2.0%
MEMORIALS			
Small/Standard Headstone (including Tablet, Vase, etc) – Resident	272.00	277.00	1.8%
Small/Standard Headstone (including Tablet, Vase, etc) - Non Resident	543.00	554.00	2.0%
Large/Double Headstone (including Tablet, Vase, etc) – Resident	391.00	399.00	2.0%
Large/Double Headstone (including Tablet, Vase, etc) - Non Resident	780.00	796.00	2.1%
Garden of Remembrance - Resident	130.00	133.00	2.3%
Garden of Remembrance - Non Resident	262.00	267.00	1.9%
Additional inscription - Resident	74.00	75.00	1.4%
Additional inscription - Non Resident	150.00	153.00	2.0%
REGISTER SEARCH FEE			
Per Search	37.00	38.00	2.7%
Certified copy of entry	26.00	27.00	3.8%
CHANGE OF OWNERSHIP			
Registering change of ownership & new Deed	118.00	120.00	1.7%
Replacement Deed of Grant only	68.00	69.00	1.5%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
USE OF CHAPEL (Per Hour)			
Standard Hours (Monday - Friday 10am-4pm)	119.00	121.00	1.7%
Out of Hours (Weekdays After 4pm / Saturdays / Bank Holidays). 24 Hours Notice Required	119.00	121.00	1.7%
Officer attendance (Per hour at weekends)	POA	POA	N/A
MAINTENANCE OF GRAVES & MEMORIALS			
<i>A 10-year maintenance agreement may be entered into for the following services. The charge is 12 times that of the annual fee to cover inflation and administrative costs.</i>			
Grave Planting and Maintenance (Per annum/per grave space)			
Large/Double	438.00	447.00	2.1%
Standard	313.00	319.00	1.9%
Small	282.00	288.00	2.1%
Memorials			
Washing - Standard/Small (per annum charge)	104.00	106.00	1.9%
Washing - Large/Double (per annum charge)	159.00	162.00	1.9%
Lift and re-level memorial	111.00	113.00	1.8%
Turfing	122.00	124.00	1.6%
Garden of Remembrance			
Planting (twice per annum)	144.00	147.00	2.1%
Washing of memorial (per annum)	54.00	55.00	1.9%
REMOVAL AND REPLACEMENT OF GRAVESTONES AND MONUMENTS			
SMALL/STANDARD			
Headstone up to 0.76m - 1.07m(2' 6" - 3'6") high	404.00	424.00	5.0%
Full memorial up to 0.76m - 1.07m (2'6" - 3'6") high	801.00	841.00	5.0%
LARGE/DOUBLE			
Headstone up to 0.76m - 1.07m (2'6" - 3'6") high	537.00	564.00	5.0%
Full memorial up to 0.76m - 1.07m (2'6" - 3'6") high	1,071.00	1,125.00	5.0%
Additions/alterations to existing masonry	132.00	135.00	2.3%
Inspection and staking of weak memorials	29.00	30.00	3.4%
Inspection and bonding of weak crosses	98.00	100.00	2.0%
Double memorial	2,158.00	2,266.00	5.0%
PURCHASE OF INTER GRAVE STRIP			
Purchase of inter grave strip between two plots	640.00	653.00	2.0%

SERVICE: MUSEUMS ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
LEIGHTON HOUSE (Includes VAT at 20%)			
Entry Charges			
Adult Entry	14.00	14.00	0.0%
Concessions 65+ Entry	13.00	WITHDRAWN	N/A
Concessions (students, young people, unwaged)	9.00	9.00	0.0%
Child (aged 6 to 18). Under 5 years admitted free of charge.	5.00	5.00	0.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Public Programme and Exhibitions	POA	POA	N/A
Public Programme and Exhibitions (Virtual)	POA	POA	N/A
Tours			
Guided Tours – Adult (including 65+)	20.00	24.00	20.0%
Guided Tours – Concessions (students, young people, unwaged)	15.00	18.00	20.0%
Self Guided Tours - Adult	13.00	13.00	0.0%
Self Guided Tours – Concessions 65+	12.00	WITHDRAWN	N/A
Self Guided Tours - Concessions (students, young people, unwaged)	8.00	8.00	0.0%
Private Evening Tours - (minimum spend)	750.00	800.00	6.7%
Children			
School visits - per class of 30	5.00	5.00	0.0%
Family Events (per child)	5.00	5.00	0.0%
Course, Lectures and Study Days			
Drawing Classes of 10 week duration - Full Day	POA	POA	N/A
Courses per day (not drawing)	POA	POA	N/A
Study Days	POA	POA	N/A
Lectures (Day or Evening)	POA	POA	N/A
SAMBOURNE HOUSE (Includes VAT at 20%)			
Entry Charges			
Adult Entry (Open Access)	12.00	12.00	0.0%
Concessions 65+ Entry	11.00	WITHDRAWN	N/A
Concessions (students, young people, unwaged)	9.00	9.00	0.0%
Child (aged 6 to 18). Under 5 years admitted free of charge.	5.00	5.00	0.0%
Tours			
Guided Tours - Adult (including 65+)	20.00	24.00	20.0%
Guided Tours - Concessions (Students)	15.00	18.00	20.0%
Self Guided Group Visit - Adult	11.00	11.00	0.0%
Self Guided Tours – Concessions 65+	10.00	WITHDRAWN	N/A
Self Guided Tours - Concessions (students, young people, unwaged)	8.00	8.00	0.0%
Public Evening Tours - Costumed Guide	600.00	700.00	16.7%
Children			
School visits - per class of 30	5.00	5.00	0.0%
JOINT MUSEUM TICKETS (Both Houses)			
Entry Charges			
Joint Ticket - Adult	22.00	22.00	0.0%
Joint Ticket - Concession 65+	20.00	WITHDRAWN	N/A
Joint ticket -Concessions (students, young people, unwaged)	14.00	14.00	0.0%
Joint ticket - Child (aged 6 to 18). Under 5 years free of charge	8.00	8.00	0.0%
Tours			
Joint Guided Tours (LH & SH)	38.00	45.00	18.4%
Student Joint Guided Tours (LH & 18 Stafford Terrace)	36.00	43.00	19.4%
Joint Self Guided Group Visit (LH & SH) - Adult	21.00	21.00	0.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Joint Self Guided Group Visit (LH & SH). Concession 65+	19.00	WITHDRAWN	
Joint Self Guided Group Visit (LH & SH). Student	13.00	13.00	0.0%
Holland Park Circle Private Guided Tours	20.00	POA	N/A
Holland Park Circle Private Guided Tours Concessions	15.00	POA	N/A
LEIGHTON HOUSE LETTINGS			
Lectures / Meetings / AGMs	1,200.00	1,260.00	5.0%
Concerts - Weekdays	1,440.00	1,500.00	4.2%
Use of Audio/Visual equipment for talks/events	POA	POA	N/A
Concert with catering	POA	POA	N/A
Dinners	6,900.00	7,200.00	4.3%
Cocktail Parties (Whole house)	5,280.00	5,520.00	4.5%
Cocktail Parties - Arab Hall & Dining Room only	4,080.00	4,320.00	5.9%
Dinners in Leighton's Dining Room	4,500.00	4,800.00	6.7%
Dinner in Garden Room	3,000.00	WITHDRAWN	N/A
Reception in Garden Room	1,800.00	2,400.00	33.3%
Photo-shoots	POA	POA	N/A
Filming / TV	POA	POA	N/A
Weddings	8,400.00	8,400.00	0.0%

SERVICE: EVENTS

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
EVENTS AND PROMOTIONS IN PARKS AND PUBLIC SPACES			
Community Event non-commercial under 50 attendees	52.00	54.00	3.8%
Community/Civic Event for between 50 and 250 attendees - Full day (8 hours) does not include admin	114.00	117.00	2.6%
Community/Civic Event for between 50 and 250 attendees - Half day (4 hours) does not include admin	57.00	59.00	3.5%
Charity Event for between 50 and 250 attendees - Full day (8 hours) does not include admin	229.00	236.00	3.1%
Charity Event for between 50 and 250 attendees - Half day (4 hours) does not include admin	114.00	117.00	2.6%
Commercial Event for between 50 and 250 attendees - Full day (8 hours) does not include admin	343.00	353.00	2.9%
Commercial Event for between 50 and 250 attendees - Half day (4 hours) does not include admin	172.00	177.00	2.9%
Private Hire/Corporate Event for between 50 and 250 attendees - Full day (8 hours) does not include admin	458.00	472.00	3.1%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Private Hire/Corporate Event for between 50 and 250 attendees - Half day (4 hours) does not include admin	229.00	236.00	3.1%
Community/Civic Event for between 251 and 499 attendees - Fee per day, minimum charge one day	229.00	236.00	3.1%
Charity Event for between 251 and 499 attendees - Fee per day, minimum charge one day	458.00	472.00	3.1%
Commercial Event for between 251 and 499 attendees - Fee per day, minimum charge one day	686.00	707.00	3.1%
Private Hire/Corporate Event for between 251 and 499 attendees - Fee per day, minimum charge one day	915.00	942.00	3.0%
Community/Civic Event for between 500 and 999 attendees - Fee per day, minimum charge one day	343.00	353.00	2.9%
Charity Event for between 500 and 999 attendees - Fee per day, minimum charge one day	686.00	707.00	3.1%
Commercial Event for between 500 and 999 attendees - Fee per day, minimum charge one day	1,030.00	1,061.00	3.0%
Private Hire/Corporate Event for between 500 and 999 attendees - Fee per day, minimum charge one day	1,373.00	1,414.00	3.0%
Community/Civic Event for between 1000 and 1999 attendees - Fee per day, minimum charge one day	458.00	472.00	3.1%
Charity Event for between 1000 and 1999 attendees - Fee per day, minimum charge one day	915.00	942.00	3.0%
Commercial Event for between 1000 and 1999 attendees - Fee per day, minimum charge one day	1,373.00	1,414.00	3.0%
Private Hire/Corporate Event for between 1000 and 1999 attendees - Fee per day, minimum charge one day	1,830.00	1,885.00	3.0%
Community/Civic Event for between 2000 and 3999 attendees - Fee per day, minimum charge one day	572.00	589.00	3.0%
Charity Event for between 2000 and 3999 attendees - Fee per day, minimum charge one day	1,144.00	1,178.00	3.0%
Commercial Event for between 2000 and 3999 attendees - Fee per day, minimum charge one day	1,716.00	1,767.00	3.0%
Private Hire/Corporate Event for between 2000 and 3999 attendees - Fee per day, minimum charge one day	2,288.00	2,357.00	3.0%
Community/Civic Event for 4000+ attendees	POA	POA	N/A

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Charity Event for 4000+ attendees	POA	POA	N/A
Commercial Event for 4000+ attendees	POA	POA	N/A
Private Hire/Corporate Event for 4000+ attendees	POA	POA	N/A
Ireton Lodge at Holland Park	1,373.00	1,414.00	3.0%
Park Trading Permit	29.00	30.00	3.4%
Community/Civic Admin charge for all paying jobs unless noted as included (minimum charge one hour)	52.00	54.00	3.8%
Charity Admin charge for all paying jobs unless noted as included (minimum charge one hour)	104.00	107.00	2.9%
Commercial Admin charge for all paying jobs unless noted as included (minimum charge one hour)	156.00	161.00	3.2%
Private Hire/Corporate Admin charge for all paying jobs unless noted as included (minimum charge one hour)	208.00	214.00	2.9%
Damage Deposit on all Parks event bookings	POA	POA	N/A
EVENTS & PROMOTIONS ON THE HIGHWAY			
Temporary Highways Consent for event/activity infrastructure for up to 7 days. Rate per day	270.00	278.00	3.0%
Temporary Highways Consent for event/activity infrastructure for up to 7 days. Rate per half day	156.00	161.00	3.2%
Temporary Highways Consent for event/activity infrastructure for up to 7 days. Rate for every extra day up to 7 days	187.00	193.00	3.2%
Temporary Highways Consent for event/activity infrastructure for 8 days +	POA	POA	N/A
Promotional activity with no infrastructure for up to 7 days. Rate per day	470.00	484.00	3.0%
Promotional activity with no infrastructure for up to 7 days. Rate per half day	214.00	220.00	2.8%
Promotional activity with no infrastructure for up to 7 days. Rate per every extra day up to 7 days	156.00	161.00	3.2%
Promotional activity with no infrastructure for 8 days +	POA	POA	N/A
Promotional activity with infrastructure for up to 7 days. Rate per day, fee includes the THC	740.00	762.00	3.0%
Promotional activity with infrastructure for up to 7 days. Rate per half day, fee includes the THC	370.00	381.00	3.0%
Promotional activity with infrastructure for up to 7 days. Rate per every extra day up to 7 days, fee includes the THC	156.00	161.00	3.2%
Promotional activity with infrastructure for 8 days +	POA	POA	N/A
Additional distributors (per distributor / per day)	35.00	36.00	2.9%
Street Trading Licence per trader/stall for Commercial activity at an event on the highway	30.00	31.00	3.3%
Community/Civic Administration charge for all applications unless noted as included (minimum charge one hour)	52.00	54.00	3.8%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Charity Administration charge for all applications unless noted as included (minimum charge one hour)	104.00	107.00	2.9%
Commercial Administration charge for all applications unless noted as included (minimum charge one hour)	156.00	161.00	3.2%
Private hire/Corporate Administration charge for all applications unless noted as included (minimum charge one hour)	208.00	214.00	2.9%
Late Notice Fee: A late fee will be added to the overall application charge when a deadline is missed	97.00	100.00	3.1%
Static Object on the highway with no related event, activity or promotion	POA	100.00	3.1%

SERVICE: FILMING AND PHOTOGRAPHY

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
FILMING & PHOTOGRAPHY <i>N.B. Includes video and stills photography and excludes extra staff and car parking fees.</i>			
All Parks and Square Locations			
- Small (up to 5) First Hour	218.00	218.00	0.0%
- Small (up to 5) Half Day	560-875	560-875	0.0%
- Small (up to 5) Full Day	940-2,500	940-2,500	0.0%
- Medium (6 to 15) Half Day	625-1,125	625-1,125	0.0%
- Medium (6 to 15) Full Day	1,250-3,125	1,250-3,125	0.0%
- Large (16 + 50) Half Day	1,250-4,375	1,250-4,375	0.0%
- Large (16 + 50) Full Day	3,125-8,750	3,125-8,750	0.0%
- XL Large (51 +) Half Day	2,500-10,000	2,500-10,000	0.0%
- XL Large (51 +) Full Day	4,375-14,975	4,375-14,975	0.0%
Special Locations Fee and Drones			
In recognition of the complexity of arranging filming on Portobello Road and Albert Bridge the Council will apply an additional fee	POA	POA	N/A
Drones. Fee guide 150-300	POA	POA	N/A
Council Property Sites	POA	POA	N/A
Student, registered Charity, VO, Educational film (not for Cinema or TV Distribution)	Minimum 37.50 + POA	Minimum 37.50 + POA	4.2%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Per Hour 50% concession for: - Stills photography where not more than 2 people involved; - Registered charity; - Educational documentary, not for cinema or television distribution; - Voluntary organisations meeting criteria; - Student, registered Charity, VO, Educational film (not for Cinema or TV Distribution).			
Unit Base (per day)			
Fee Guide from 1500 to 3500 - price on application	POA	POA	N/A
Administration Fees			
Cancellation Fee Supplement	Price dependent on Notice Given	Price dependent on Notice Given	N/A
Administration Fees for Filming Applications			
- Small Crews (up to 5)	200.00	200.00	0.0%
- Medium Crews (6 to 15)	200.00	200.00	0.0%
- Large Crews (16 + 50)	250.00	250.00	0.0%
- XL Large crews (51 +)	374.00	374.00	0.0%
Flat Fee for K&C Filming Permit by Crew Size			
- Small Crews (up to 5)	94.00	94.00	0.0%
- Medium Crews (6 to 15)	218.00	218.00	0.0%
- Large Crews (16 + 50)	287.00	287.00	0.0%
-XL Large crews (51 +)	424.00	424.00	0.0%
Parking Fees			
Pay By Phone Up to 5 Days	87.00	87.00	0.0%
Residential	87.00	87.00	0.0%
Single Yellow	87.00	87.00	0.0%
Film Parking Permit or Disregard	78.00	78.00	0.0%
Tow truck	POA	POA	N/A
Highways Fees			
Temporary Highways Consent - Half Day	156.00	156.00	0.0%
Temporary Highways Consent - Full Day	270.00	270.00	0.0%
Temporary Highways Consent - every extra day up to 7 days	187.00	187.00	0.0%
Temporary Traffic Order	1,901.00	1,901.00	0.0%

SERVICE: MARKETS

Fee Description (per week)	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
TRADERS STORAGE UNITS			
HAYDENS PLACE (all with traders) Storage Unit			
14 units	111.00	113.00	1.8%

Fee Description (per week)	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
DUNWORTH MEWS (all with traders) Storage Unit			
Unit 1	132.00	135.00	2.3%
Unit 2	122.00	124.00	1.6%
Unit 3	156.00	159.00	1.9%
Unit 4	142.00	145.00	2.1%
MUNRO MEWS (20 units) Storage Unit			
Traders	62.00	63.00	1.6%
Non-traders	88.00	90.00	2.3%
LONSDALE MEWS (20 units) Storage Unit			
Traders			
Units 1 to 5	77.00	79.00	2.6%
Units 6 to 8	107.00	109.00	1.9%
Units 9 to 12	101.00	103.00	2.0%
Unit 13	79.00	81.00	2.5%
Unit 14	85.00	87.00	2.4%
Units 15 and 16	94.00	96.00	2.1%
Unit 17	88.00	90.00	2.3%
Units 18 and 19	70.00	71.00	1.4%
Unit 20	40.00	41.00	2.5%
Non-traders			
Units 1 to 5	110.00	112.00	1.8%
Units 6 to 8	152.00	155.00	2.0%
Units 9 to 12	144.00	147.00	2.1%
Unit 13	113.00	115.00	1.8%
Unit 14	122.00	124.00	1.6%
Units 15 and 16	135.00	138.00	2.2%
Unit 17	126.00	129.00	2.4%
Units 18 and 19	99.00	101.00	2.0%
Unit 20	58.00	59.00	1.7%

SERVICE: PEST CONTROL (EXCLUDING VAT) ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Pest Control			
Pest Investigation			
First treatment	28.00	28.85	3.0%
Cockroaches			
First treatment	161.50	222.85	38.0%
Per additional visit	57.00	58.70	3.0%
Bedbugs (up to 2 rooms)			
First treatment	330.00	339.90	3.0%
Per additional room	41.50	42.75	3.0%
Per additional visit	112.50	115.90	3.0%
Amount retained from refund if treatment does not proceed	28.00	28.85	3.0%
Fleas			
First treatment	135.00	139.05	3.0%
Pharaoh ants			
First treatment	163.00	167.90	3.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Garden ants			
First treatment	50.50	52.00	3.0%
Carpet beetles			
First treatment	135.00	139.05	3.0%
Stored Product Insects			
First treatment	135.00	139.05	3.0%
Rats			
First treatment	193.00	205.40	6.4%
Per additional visit	57.00	60.65	6.4%
Per additional room	27.00	28.75	6.5%
Mice			
First treatment	193.00	205.40	6.4%
Per additional visit	57.00	60.65	6.4%
Per additional room	27.00	28.75	6.5%
One-off			
Trapped live rodent visit	47.50	48.95	3.1%
Collection and removal of dead rodent	29.00	29.85	2.9%
Wasps nest	78.50	80.85	3.0%
Silverfish	72.50	74.65	3.0%
Domestic Beetle	72.50	74.65	3.0%
Squirrels Three visit treatment			
First treatment	POA	POA	N/A
Extra charge for larger properties	POA	POA	N/A
Pest Control – Other charges			
Aborted visits (client fails to keep appointment, premises not prepared for work or visit cancelled with less than 24 hours' notice)	28.00	28.85	3.0%
Supply of prefabricated sub-floor air vent covers	17.00	17.50	2.9%
Supply of interceptor cap	17.00	17.50	2.9%
Supply & fit prefabricated sub-floor air vent covers	39.00	40.15	2.9%
Supply and fit interceptor cap	78.00	80.35	3.0%
CCTV drain surveys	177.50	POA	
Clinical Waste Collection (except sharps)	34.50	35.55	3.0%
Sharps Collection	11.30	11.65	3.1%
Sharps Drop Off	11.30	11.65	3.1%
Charge for baits/ equipment where client fails to allow officers to reclaim baits and equipment after treatment has been completed.	35.40	POA	N/A
Identification and treatment of clothes moth (1-2 rooms)			
First treatment	273.00	281.20	3.0%
Additional rooms for moth treatment (2 rooms)	68.60	70.6Non-residential, including changes of use (5000-9999m2 floorspace)5	3.0%
Drain clearance			
Single Visit	164.90	169.85	3.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Drain clearance and interceptor cap			
First treatment	193.20	199.00	3.0%
Sales of moth traps (pack of 10)			
Sales of moth traps (pack of 10), including delivery. (delivery within the Borough)	61.10	62.95	3.0%
Sales of moth traps (pack of 10), including delivery. (postage to address in UK but outside the Borough)	67.20	69.20	3.0%
Sales of moth traps (pack of 10), collection from Pembroke Road reception	55.70	57.35	3.0%
Pest Control Commercial Hourly Rate			
Pest Control Commercial Hourly Rate Team Manager	110.30	113.60	3.0%
Pest Control Commercial Hourly Rate Senior Officer	83.40	85.90	3.0%
Pest Control Commercial Hourly Rate Officer	75.00	77.25	3.0%
Annual Contracts	POA	POA	N/A
Bird Works	POA	POA	N/A

DIRECTORATE: ENVIRONMENT AND NEIGHBOURHOODS
Department: PLANNING AND PLACE

SERVICE: BUILDING CONTROL

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Temporary Structures			
Section 30 Charge - Fee type (VATable, fee excludes VAT)			
Section 10(3) of the Local Authorities Act 2004 provides for the recovery of reasonable incurred expenses from a person on whom a notice under Section 30 of the London Buildings Act (Amendment) Act 1935 is served. HOURLY CHARGE.	119.00	125.00	5.0%
Demolition Notices - Fee type (VAT exempt)			
Small Site	356.00	374.00	5.1%
Medium Site	593.00	623.00	5.1%
Large Site	1,067.00	1,120.00	5.0%
Building Control Fees - Fee type (VATable, fee excludes VAT)*			
Building Control surveying rate for non-Higher Risk Building (HRB), including consultancy advice. HOURLY RATE.	119.00	125.00	5.0%
Building Control surveying rate for Higher Risk Building (HRB), including consultancy advice. HOURLY RATE.	188.00	197.00	4.8%

* Building Control fees are set against a 'cost recovery' basis and will be tailored to meet the scope of the project. Our fees are determined by making use of the LABC (Local Authority Building Control) risk assessment principles in the LABC Service Plan models (per hour). These fees are published under the Building Regulations charges regime.

SERVICE: LOCAL LAND CHARGES ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Fee type (combined VAT & non VAT charge)			
Standard Search Fee (price inc. VAT @ 20%)	308.00	317.00	2.9%
Fee type (VATable, fee excludes VAT)			
Con29R Only Search	275.00	283.00	2.9%
Con29O Questions (each)	14.60	15.00	2.7%
Fee type (VAT exempt)			
LLC1 Search	33.00	34.00	3.0%
LLC1 Search (one part of register)	8.20	8.45	3.0%
Additional Parcels (each)	56.20	58.00	3.2%
Copy Searches	40.90	42.00	2.7%
Copy Documents (each)	23.40	24.00	2.6%
Copies of Plans (each)	7.00	7.20	2.9%
Photocopy/printing A4	0.20	0.00	Charge Removed

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Photocopy/printing A3	0.70	1.00	42.9%
Photocopy/printing A0	6.00	6.20	3.3%
Registration of a charge in Part 11 of the register (light obstruction notices)	81.80	84.00	2.7%
Filing a definitive certificate of the Lands Tribunal under rule 10(3) in part 11 of the register (light obstruction charges)	4.70	5.00	6.4%
Filing a judgement, order or application for the variation or cancellation of any entry in part 11 of the register (light obstruction charges)	9.40	10.00	6.4%

SERVICE: STREET NAMING AND NUMBERING

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Street Naming and Numbering Charges			
Fee type (VAT exempt)			
Naming or renaming of a building	346.00	356.00	2.9%
Naming or renaming of a road	2,979.00	3,068.00	3.0%
Numbering or renumbering of a building			
One single unit	134.00	138.00	3.0%
Additional units (/unit)	62.00	64.00	3.2%
Internal address registration/verification			
One single unit	62.00	64.00	3.2%
Additional units (/unit)	62.00	64.00	3.2%

SERVICE: PLANNING POLICY

Planning Policy			
Self-build and Custom Housebuilding Register (VAT exempt)			
Entry onto Part 1	364.00	375.00	3.0%
Entry onto Part 2	182.00	187.00	2.7%
Annual fee (to remain on register)	99.00	102.00	3.0%
Policy Documents (VAT exempt)			
Local Plan	60.00	62.00	3.3%
Local Plan Proposal Map	19.00	20.00	5.3%
Supplementary Planning Documents	31.00	32.00	3.2%
Conservation Area Proposal Statements	31.00	32.00	3.2%

SERVICE: DEVELOPMENT MANAGEMENT

Development Management			
Planning Enforcement Charges (including VAT)			
Requests to confirm compliance with an Enforcement Notice	396.00	408.00	3.0%
Requests to confirm compliance with an Enforcement Notice – one hour meeting included	515.00	530.00	2.9%

Requests to withdraw an Enforcement Notice	665.00	685.00	3.0%
Requests to withdraw an Enforcement Notice – one hour meeting included	783.00	806.00	2.9%
Miscellaneous meeting – one hour (at the Head of Development Manager's (HoDM's) discretion)	853.00	879.00	3.0%
Miscellaneous meeting – two hours (at the HoDM's discretion)	1,437.00	1,480.00	3.0%
Section 106 Compliance Charges (including VAT)			
Consideration of clauses in a S106 obligation	515.00	530.00	2.9%
Confirmation of compliance with clauses in a S106	543.00	559.00	2.9%
Confirmation of compliance with clauses in a S106 – with one hour meeting	660.00	680.00	3.0%
Miscellaneous meeting – one hour (at the HoDM's discretion)	847.00	872.00	3.0%
Miscellaneous meeting – two hours (at the HoDM's discretion)	1,437.00	1,480.00	3.0%

SERVICE: TREE WORK

Tree Work (VAT exempt)			
Rechargeable Tree Work	Contractor costs + 40% monitoring and admin charge	Contractor costs + 40% monitoring and admin charge	N/A

SERVICE: PLANNING APPLICATIONS

Planning Applications (including VAT)			
Fast track service	800.00	824.00	3.0%

SERVICE: PLANNING ADVICE CHARGES AND PLANNING PERFORMANCE AGREEMENTS

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Level 1 Advice (including VAT)			
Householder not including subterranean	543.00	559.00	2.9%
Householder including subterranean	701.00	722.00	3.0%
Local community groups	309.00	318.00	2.9%
Advertisements	543.00	559.00	2.9%
Telecommunications	561.00	578.00	3.0%
Advice under Garden Square legislation	Fee will be calculated as per planning permission advice	Fee will be calculated as per planning permission advice	N/A
Residential, including changes of use and conversions (1-4 units)	1,075.00	1,107.00	3.0%
Residential, including changes of use and conversions (5-9 units)	2,881.00	2,967.00	3.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Residential, including changes of use and conversions (10-49 units)	3,821.00	3,936.00	3.0%
Residential, including changes of use and conversions (50-199 units)	6,362.00	6,553.00	3.0%
Residential, including changes of use and conversions (200+ units)	11,854.00	12,210.00	3.0%
Non-residential, including changes of use (Less than 100m2 floorspace)	438.00	451.00	3.0%
Non-residential, including changes of use (100-499m2 floorspace)	1,075.00	1,107.00	3.0%
Non-residential, including changes of use (500-999m2 floorspace)	2,881.00	2,967.00	3.0%
Non-residential, including changes of use (1000-4999m2 floorspace)	3,821.00	3,936.00	3.0%
Non-residential, including changes of use (5000-9999m2 floorspace)	6,362.00	6,553.00	3.0%
Non-residential, including changes of use (10000m2+ floorspace)	11,854.00	12,210.00	3.0%
Miscellaneous 1 hour meetings (at HoDM discretion)	847.00	872.00	3.0%
Miscellaneous 2 hour meetings (at HoDM discretion)	1,432.00	1,475.00	3.0%
Level 2 Advice (including VAT)			
Householder not including subterranean	543.00	559.00	2.9%
Householder including subterranean	1,057.00	1,089.00	3.0%
Local community groups	309.00	318.00	2.9%
Advertisements	543.00	559.00	2.9%
Telecommunications	561.00	578.00	3.0%
Details required by condition	425.00	438.00	3.1%
Advice under Garden Square legislation	Fee will be calculated as per planning permission advice	Fee will be calculated as per planning permission advice	N/A
Internal alterations to listed buildings where planning permission not required (time limited)	543.00	559.00	2.9%
Residential, including changes of use and conversions (1-4 units)	1,075.00	1,107.00	3.0%
Residential, including changes of use and conversions (5-9 units)	2,880.00	2,966.00	3.0%
Residential, including changes of use and conversions (10-49 units)	4,867.00	5013.00	3.0%
Residential, including changes of use and conversions (50-199 units)	7,413.00	7,635.00	3.0%
Residential, including changes of use and conversions (200+ units)	12,905.00	13,292.00	3.0%
Non-residential, including changes of use (Less than 100m2 floorspace)	438.00	451.00	3.0%
Non-residential, including changes of use (100-499m2 floorspace)	1,075.00	1,107.00	3.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Non-residential, including changes of use (500-999m2 floorspace)	2,880.00	2,966.00	3.0%
Non-residential, including changes of use (1000-4999m2 floorspace)	4,867.00	5013.00	3.0%
Non-residential, including changes of use (5000-9999m2 floorspace)	7,413.00	7,635.00	3.0%
Non-residential, including changes of use (10000m2+ floorspace)	12,905.00	13,292.00	3.0%
Level 3 Advice (including VAT)			
Householder not including subterranean	660.00	680.00	3.0%
Householder including subterranean	1,175.00	1,210.00	3.0%
Local community groups	425.00	438.00	3.1%
Advertisements	660.00	680.00	3.0%
Telecommunications	677.00	697.00	3.0%
Details required by condition	543.00	559.00	2.9%
Advice under Garden Square legislation	Fee will be calculated as per planning permission advice	Fee will be calculated as per planning permission advice	N/A
Internal alterations to listed buildings where planning permission not required (time limited)	660.00	680.00	3.0%
Residential, including changes of use and conversions (1-4 units)	1,186.00	1,222.00	3.0%
Residential, including changes of use and conversions (5-9 units)	3,026.00	3,117.00	3.0%
Residential, including changes of use and conversions (10-49 units)	5,018.00	5,169.00	3.0%
Residential, including changes of use and conversions (50-199 units)	8,011.00	8,251.00	3.0%
Residential, including changes of use and conversions (200+ units)	13,712.00	14,123.00	3.0%
Non-residential, including changes of use (Less than 100m2 floorspace)	561.00	578.00	3.0%
Non-residential, including changes of use (100-499m2 floorspace)	1,186.00	1,222.00	3.0%
Non-residential, including changes of use (500-999m2 floorspace)	3,026.00	3,117.00	3.0%
Non-residential, including changes of use (1000-4999m2 floorspace)	5,018.00	5,169.00	3.0%
Non-residential, including changes of use (5000-9999m2 floorspace)	8,011.00	8,251.00	3.0%
Non-residential, including changes of use (10000m2+ floorspace)	13,712.00	14,123.00	3.0%
Level 4 Advice (including VAT)			
Miscellaneous 1 hour meetings (at HoDM discretion)	847.00	872.00	3.0%
Miscellaneous 2 hour meetings (at HoDM discretion)	1,431.00	1,474.00	3.0%
Advice relating to all fee types	Contact Head of	Contact Head of	N/A

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
	Development Management for assessed fee	Development Management for assessed fee	
Level 2 Follow Up Advice (including VAT)			
Householder not including subterranean	367.00	378.00	3.0%
Householder including subterranean	764.00	787.00	3.0%
Local community groups	309.00	318.00	2.9%
Advertisements	367.00	378.00	3.0%
Telecommunications	385.00	397.00	3.1%
Details required by condition	367.00	378.00	3.0%
Advice under Garden Square legislation	Fee will be calculated as per planning permission advice	Fee will be calculated as per planning permission advice	N/A
Internal alterations to listed buildings where planning permission not required (time limited)	425.00	438.00	3.1%
Residential, including changes of use and conversions (1-4 units)	719.00	741.00	3.1%
Residential, including changes of use and conversions (5-9 units)	2,126.00	2,190.00	3.0%
Residential, including changes of use and conversions (10-49 units)	3,347.00	3,447.00	3.0%
Residential, including changes of use and conversions (50-199 units)	5,538.00	5,704.00	3.0%
Residential, including changes of use and conversions (200+ units)	8,845.00	9,110.00	3.0%
Non-residential, including changes of use (Less than 100m2 floorspace)	327.00	337.00	3.1%
Non-residential, including changes of use (100-499m2 floorspace)	719.00	741.00	3.1%
Non-residential, including changes of use (500-999m2 floorspace)	2,126.00	2,190.00	3.0%
Non-residential, including changes of use (1000-4999m2 floorspace)	3,347.00	3,447.00	3.0%
Non-residential, including changes of use (5000-9999m2 floorspace)	5,538.00	5,704.00	3.0%
Non-residential, including changes of use (10000m2+ floorspace)	8,845.00	9,110.00	3.0%
Level 3 Follow Up (including VAT)			
Householder not including subterranean	484.00	499.00	3.1%
Householder including subterranean	876.00	902.00	3.0%
Local community groups	425.00	438.00	3.1%
Advertisements	484.00	499.00	3.1%
Telecommunications	502.00	517.00	3.0%
Details required by condition	484.00	499.00	3.1%
Advice under Garden Square legislation	Fee will be calculated as per planning	Fee will be calculated as per planning	N/A

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
	permission advice	permission advice	
Internal alterations to listed buildings where planning permission not required (time limited)	543.00	559.00	2.9%
Residential, including changes of use and conversions (1-4 units)	836.00	861.00	3.0%
Residential, including changes of use and conversions (5-9 units)	2,279.00	2,347.00	3.0%
Residential, including changes of use and conversions (10-49 units)	3,616.00	3,724.00	3.0%
Residential, including changes of use and conversions (50-199 units)	6,135.00	6,319.00	3.0%
Residential, including changes of use and conversions (200+ units)	9,653.00	9,943.00	3.0%
Non-residential, including changes of use (Less than 100m2 floorspace)	438.00	451.00	3.0%
Non-residential, including changes of use (100-499m2 floorspace)	836.00	861.00	3.0%
Non-residential, including changes of use (500-999m2 floorspace)	2,279.00	2,347.00	3.0%
Non-residential, including changes of use (1000-4999m2 floorspace)	3,616.00	3,724.00	3.0%
Non-residential, including changes of use (5000-9999m2 floorspace)	6,135.00	6,319.00	3.0%
Non-residential, including changes of use (10000m2+ floorspace)	9,653.00	9,943.00	3.0%
Planning Performance Agreement Charges (VATable, fee excludes VAT) Day rate			
Support Staff	396.00	408.00	3.0%
Officers	607.00	625.00	3.0%
Senior Officers	759.00	782.00	3.0%
Principal Officers	864.00	890.00	3.0%
Team Leaders	974.00	1003.00	3.0%
Senior Management Team	1,629.00	1,678.00	3.0%

DIRECTORATE: ENVIRONMENT AND NEIGHBOURHOODS
DEPARTMENT: TRANSPORT AND REGULATORY SERVICES

SERVICE: ENVIRONMENTAL HEALTH – CONSTRUCTION MANAGEMENT TEAM ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Variation/Dispensation to a Section 61 Notice (minimum half day fee to be charged, additional time based on hourly rates)	268.70	274.10	2.0%
Construction bond for development works admin fee (is vatable but net amount quoted)	288.60	294.40	2.0%
Construction bond for development works monitoring fee per hour. Variable dependent on seniority of Officer that is involved.	92.00	93.80	2.0%
Construction bond fee for non-attendance by developer/contractor at a pre-arranged site visit/inspection	38.80	39.60	2.1%

SERVICE: ENVIRONMENTAL HEALTH ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Officer Hourly Rate*			
Head of Service**	128.20	118.80	-7.3%
Team Manager**	89.90	83.17	-7.5%
Principal Officer/Lead Practitioner	84.07	77.44	-7.9%
Environmental Health Officer/Trading Standards Officer/Licensing Enforcement Officer/Housing & Health Practitioner**	68.60	62.41	-9.0%
Technical Officer/Licensing Officer/Noise & Nuisance Officer	61.88	55.41	-10.5%
Admin officer**	43.70	47.00	7.6%
Primary Authority Scheme			
Primary Authority Consultation Fee	373.90	381.40	2.0%
Primary Authority Setup Fee (including the first 4 meetings fee)	935.50	954.30	2.0%
Primary Authority Transfer Fee	1,122.70	1,145.20	2.0%
Primary Authority Annual Fee	N/A	200.00	NEW
Hourly officer charges (includes charge of •12% for management of the partnership •15% for officer training and competency costs •1% general transport costs •3% for equipment) Travel costs for visits to other branches will be charged separately	93.50	93.50	0.0%

* VAT to be added to fees for regulatory advice

** Average hourly rate across EH set on a cost recovery basis

SERVICE: ENVIRONMENTAL HEALTH – FOOD SAFETY ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Statutory charges – the Regulation allow the Council to recover reasonable costs up to a prescribed maximum as follows:			
Risk Assessment (each assessment) (statutory maximum fee)	500.00	500.00	N/A
Analysing a Sample - Commercial and Large Supplies - taken during check monitoring - cost recovery - maximum permissible fee	100.00	100.00	N/A
Analysing a Sample - Commercial and Large Supplies - taken during audit monitoring and monitoring under Regulation 11 (radioactive substances) for all supplies - cost recovery - maximum permissible fee. Please note: A minimum fee of 217 for a half day consultation will be charged. Any further additional time will be charged by the hour.	500.00	500.00	N/A
Water Sampling (per visit)***	182.90	186.60	2.0%
Investigation (per investigation)**** (Hourly rate - cost recovery)	68.60	70.00	2.0%
Granting an authorisation (per authorisation) (Hourly rate - cost recovery)	68.60	70.00	2.0%
Food Export Certificates **	118.80	121.20	2.0%
Food Export Certificates within 24 hours **	178.40	182.00	2.0%
Food Hygiene re-rating	310.00	316.00	1.9%
Start-up Advice with Site Visit*	220.10	224.50	2.0%
Pre-opening Compliance Checks Site Visit *	182.90	186.60	2.0%
Coaching visit for Safe Food Better Business Management System*	143.70	146.60	2.0%
Advice Visit on how to improve your Food Hygiene Rating*	215.70	220.00	2.0%
Bespoke Arrangements With Environmental Health Officer	68.60	70.00	2.0%
Bespoke Arrangements with Team Manager	89.60	91.40	2.0%
Food condemnation/Food Surrender Certificate	215.70	220.00	2.0%
Full copy of Register	105.80	107.90	2.0%
Copy of Register - Per Sheet	2.40	2.40	0.0%
Deceased Persons (Cadaver) Certificates*	49.10	50.10	2.0%
Copies of Miscellaneous Documents*			
First sheet in any document	9.50	9.70	2.1%
Subsequent sheets	0.34	0.35	2.0%

* VAT to be added to fees for regulatory advice

** The officer average hourly rate (includes on costs), to cover travel, assessment prior to the visit, the visit, risk assessment and sampling as appropriate.

*** No fee is payable where a sample is taken and analysed solely to confirm or clarify the results of the analysis of a previous sample.

**** Hourly rate - cost recovery

***** Where a supply to a single dwelling is monitored, where it is suspected that the supply presents a potential risk to human health, a charge is only made if the owner or occupier requests the monitoring.

SERVICE: ENVIRONMENTAL HEALTH - NOISE AND NUISANCE - Control of Pollution Act 1974

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Pre-Application advice (minimum half day consultation to be charged, additional time based on the above hourly rates)	268.70	274.10	2.0%
Variation/Dispensation to a Section 61 Notice (minimum half day fee to be charged, additional time based on the above hourly rates)	268.70	274.10	2.0%

SERVICE: ENVIRONMENTAL HEALTH – POLLUTION REGULATORY ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Land use search, not VATable - Full, 250 metre radius	153.10	156.20	2.0%
Land use search, not VATable - Bespoke, 25 metre radius	94.80	96.70	2.0%

SERVICE: ENVIRONMENTAL HEALTH – PRIVATE SECTOR HOUSING ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Additional HMO Fee			
Administrative fee for processing application	890.00	930.00	4.5%
*Monitoring fee over the 5-year scheme	400.00	445.00	11.3%
Mandatory HMO Licensing fee (with up to 5 units and shared facilities)			
Administrative fee for processing application	312.00	930.00	198.1%
*Monitoring fee over the 5-year scheme	318.00	445.00	39.9%
Mandatory HMO Licensing fee (with 5+ units and shared facilities)			
Extra room fee (above 5 units)	N/A	60.00	NEW
Additional or Mandatory HMO Licensing Fee			
DISCOUNT if Landlord accredited under LLAS	N/A	-200.00	N/A
Empty Homes exemption certificates	50.00	67.50	35.0%
Hourly rate for service of notices/orders/HMO Licensing			
Administration Officer	45.00	45.48	1.1%
Housing Officer	69.10	59.66	-13.7%
Manager	85.20	74.78	-12.2%

*Fees reviewed on year 2 out of the 5-year scheme. This fee will cover remainder of the scheme so 3 years if paid in 25/26, 2 years if paid in 26/27, 1 year if paid in 27/28

SERVICE: ENVIRONMENTAL HEALTH – TRADING STANDARDS

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Section 11(5) of the Weights and Measures Act 1985			
For the testing of equipment submitted under UK national initial or partial verification - cost per hour	91.50	93.40	2.1%
London Local Authorities Act 2007			
Registration Fee for Mail Forwarding Addresses	226.20	231.00	2.1%
Greater London Council General Powers Act			
Competitive Bidding Registration	304.70	310.80	2.0%
Competitive Bidding Certificate of Exemption	111.30	113.50	2.0%
Statutory Fees			
The Fireworks Regulations 2004: Fireworks – License to sell all year round*	500.00	500.00	0.0%

SERVICE: ENVIRONMENTAL HEALTH - STREET ENFORCEMENT

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
DISTRIBUTION OF FREE LITERATURE LICENCES (Zero VAT)			
Standard Application Fee for each Site for 1 Distributor (A Site is a Street) for up to 1 Month	238.20	243.00	2.0%
Short Notice Application Fee for each Site for 1 Distributor (A Site is a Street) for up to 1 Month	288.00	293.80	2.0%
Additional Fee for applications over 1 Month (per month)	12.80	13.10	2.3%
Each Additional Distributor at each Site	33.70	34.40	2.1%
Administration charge for alterations to licenses which have already been issued (including the replacement of licenses and or distributors permit IDs.	51.10	52.10	2.0%
Newspaper distributors outside underground stations only - placement of paper distribution containers to be used only during licence operational period in partnership with a distributor. (per month)	11.90	12.10	1.7%

SERVICE: HIGHWAYS

All charges provided below relate to the amount of money that the Council receives, i.e. if a charge is applied by the customer's bank for making a payment, e.g. in the case of cheques or transfers from foreign banks (where accepted), then this charge is payable by the customer in addition to the charges below. It should be noted that if the charges are not paid in full, the application will not proceed until the full amount is received by the Council.

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Placing of Amenities on Public Highways			
Banners			
Hire charge per single site per week	33.30	34.30	3.0%
Erection and removal	actual cost + 20% admin fee + vat	actual cost + 20% admin fee + vat	
Festive decorations licence	68.60	70.65	3.0%
Creating, moving or removing resident bays, Pay-by-phone visitor parking bays, disabled blue badge bays, personalised disabled bays, all motorcycle bays, loading bays and on-carriageway bicycle bays (not related to a planning application, vehicle crossover or specific set of users)	No Charge	No Charge	N/A
Erection of temporary signs	47.80	49.25	3.0%
Permission for and the supply and erection of a traffic sign to specific land or premises	Actual cost + 20%	Actual cost + 20%	N/A
Regulation & Enforcement			
Sponsored or Memorial bench	2,804.90	2,889.00	3.0%
Application under S247 TCPA 1990 to stop up the highway	2,273.40	2,342.00	3.0%
Road traffic regulation			
Permission to introduce special temporary waiting restrictions for a relevant (special) event. (A scheme of this type requires Lead Member approval with all costs borne by the event organiser)	0.00	0.00	N/A
Admin cost of each traffic order change which is included in the four monthly Miscellaneous Parking Amendment Order statutory consultation associated with planning permission granted, a stopping up order, vehicle crossovers, creating or moving any specific parking bay (except diplomatic parking bays) designated for a specific set of users e.g. doctor's permit bays, electric vehicle charging bay, car club bays, antique dealer bays, coach bays, bus stops/ stands, police bays, ambulance bays, taxi ranks etc. or making any parking change which would benefit a specific set of users	485.70	496.00	2.1%
Implementation cost of each traffic order change which is included in the four monthly	619.80	633.00	2.1%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Miscellaneous Parking Amendment Order statutory consultation associated with planning permission granted, a stopping up order, vehicle crossovers, creating or moving any specific parking bay (except diplomatic parking bays) designated for a specific set of users e.g. doctor's permit bays, electric vehicle charging bay, car club bays, antique dealer bays, coach bays, bus stops/ stands, police bays, ambulance bays, taxi ranks etc. or making any parking change which would benefit a specific set of users			
Removing any specific parking bay designated for a specific set of users as part of the four monthly Miscellaneous Parking Amendment Order, e.g. doctor's permit bays, electric vehicle bay, car club bays, diplomatic parking bays, antique dealer bays, coach bays, bus stops/ stands, police bays, ambulance bays, taxi ranks etc.	No Charge	No Charge	N/A
Making a permanent road traffic regulation order (outside the four monthly Miscellaneous Parking Amendment Order)	Actual Cost	Actual Cost	N/A
Admin cost for moving a personalised disabled bay after position has been agreed.	100.00	102.00	2.0%
Search Fees			
Road layout search fee	109.20	WITHDRAWN	N/A
Highway status enquiries	118.60	122.15	3.0%
Licence or highways search cancellation fee (refund only applicable before licence due to start or before search made)	30% of fee	30% of fee	N/A
Technical approval of Highways structures			
(Category 0 - no departures) - Technical Approval Application (VAT to be added)	1,582.90	1,625.00	2.7%
(Category 1 - no departures) - *Fee for checking and approving structures (VAT to be added)	2,238.10	2,300.00	2.8%
(Category 2 - no departures) - *Fee for checking and approving structures (VAT to be added)	2,900.60	2,980.00	2.7%
(Category 2 - with departures) - *Fee for checking and approving structures (VAT to be added)	3,746.10 + cost of any extra officer time plus VAT	3,850.00	2.8%
(Category 3 - all) - *Fee for checking and approving structures	Actual cost including officer time plus VAT	Actual cost including officer time plus VAT	N/A
Transport Policy			
Cost of dealing with a public inquiry if the making of a stopping up order is challenged	Actual cost deducted from a 2,000 deposit	Actual cost deducted from a 2,000 deposit placed	N/A

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
	placed with us before work begins	with us before work begins	

Explanatory Notes

Clarification on the cost of traffic orders

Traffic order changes that have been requested for commercial purposes will be charged for.

For permanent traffic order changes included in the four monthly Miscellaneous Parking Amendment Order: for items to count as one change the following conditions will need to be met:

- items should be linked, e.g. if a pay-by-phone visitor parking bay is converted to a resident bay to make up for the conversion of a resident space to another use; and
- items should fit on the same street notice when the map is at the scale of 1:625.

Occasionally more than one change will fit on the same street notice. In such cases, each set of linked items will be charged as one change.

Where a scheme involves conversion of a number of bays for the same reason, e.g. a new car club operator joins the market, each bay will be charged for as a separate change.

The cost of parking suspensions is charged separately to the cost of making a temporary or emergency temporary traffic regulation order or the cost of closing a road for a relevant (special) event.

The cost of suspensions will apply on every day that public access to the site is physically possible, i.e. the road is not securely fenced off.

SERVICE: NETWORK MANAGEMENT ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Placing of Amenities on Public Highways			
Supervising work on the highway carried out by developers under agreement	20% of the total cost of the works	20% of the total cost of the works	N/A
s177 Oversail Licence	276.60	283.00	2.3%
Rechargeable and other Street works			
Construction works on the highway	5% of the cost of the works deducted from a deposit which is placed with the Council prior to the	5% of the cost of the works deducted from a deposit which is placed with the Council prior to the works commencing	N/A

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
	works commencing		
Make an opening of the footway to make an entrance of a cellar or vault.	0.00	0.00	0.0%
Work on the street to provide means of admitting light to an adjacent premises.	0.00	0.00	0.0%
Admin fee for holding on to deposits for all licences and works where deposits are held, including temporarily moving bus stops where a deposit held	64.50	66.00	2.3%
Inspecting a site after the licence has expired if the Council has not been informed that the area is clear	129.00	132.00	2.3%
Contacting customer to renew their licence if an inspection finds the licence has not been renewed but is still required	64.50	66.00	2.3%
Approving the design of private works on the public highway including footway crossovers	10% of the of the estimated cost of the works	10% of the estimated cost of the works	N/A
Licence fee under Section 171 of the Highways Act 1980 to carry out excavation works on an adopted highway. The licence requires that public liability insurance is provided and that the persons excavating in the street are qualified to do so.	669.00	683.00	2.1%
Supervising/implementing works including footway crossovers below the value of 2500	N/A	500.00	N/A
Supervising/implementing works including footway crossovers	Actual Cost + 20%	Actual Cost + 20%	N/A
Regulation & Enforcement			
Deposit a skip on the highway	143.00	146.00	2.1%
Erect scaffolding on the highway	669.00	683.00	2.1%
Deposit building materials on the highway	669.00	683.00	2.1%
Erect a hoarding or fence on the highway	669.00	683.00	2.1%
Erect temporary structures, e.g. Gantry, cradle or fan on the highway	669.00	683.00	2.1%
Mobile scaffolding or tower crane	N/A	269	New
Fast-track licence fee - temporary structures / cranes	N/A	125	New
Fast-track licence fee - skips / mobile scaffolding and towers	N/A	50	New
Retrospective/overdue licence fee temporary structures / cranes	N/A	125	New
Retrospective/overdue licence fee skips / mobile scaffolding and towers	N/A	50	New
Pre-application advice	N/A	150 for 2hrs then 62.45 per hr	New
Crane operation on the highway	735.00	750.00	2.0%
Permission to carry out works by Licence under Section 50 NRSWA 1991	923.50	942.00	2.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Variation or Extension request to a S50 Licence	75.90	77.00	1.4%
Section 50 additional phase	278.70	284.00	1.9%
Road traffic regulation			
Cost of making a temporary road traffic regulation order	2,421.00	2,470.00	2.0%
Cost of road closures for relevant (special) Events	2,421.00	2,470.00	2.0%
Cost of making an emergency temporary road traffic notice	1,144.00	1,167.00	2.0%

SERVICE: PARKING ♦

All charges provided below relate to the amount of money that the Council receives, i.e. if a charge is applied by the customer's bank for making a payment, e.g. in the case of cheques or transfers from foreign banks (where accepted), then this charge is payable by the customer in addition to the charges below. It should be noted that:

- if the charges are not paid in full, the application will not proceed until the full amount is received by the Council; and
- any false claims will not be refunded.

In previous years, the cost of parking permits, visitor parking, suspensions and dispensations were increased in line with the September Retail Price Index (RPI), which this year was 2.7 per cent. The Council sets parking charges in order to balance the needs of local residents, visitors and local business, whilst ensuring that charges reflect the cost of investing in and delivering essential services for our community. In order to meet these objectives the Council is choosing to increase charges by RPI+1% (rounded), so the average inflationary increase applied to parking permit charges is 4.0 per cent.

Prices are rounded to the nearest £1 and therefore in some cases the percentage increase is higher or lower than the inflationary figure given above. The percentage increase in the cost of a resident's parking permit will vary according to the vehicle's CO2 emissions (see Explanatory Notes).

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Residents' Parking Permits			
Note: permit charges for 9-months permits will be the difference between a 12-month permit and a 3-month permit			
Motorcycle Permit (to park in motorcycle permit bays only)	Free	Free	N/A
Residents' car parking permit charges based on CO2 emissions			
Base cost of a 1 month permit (This cost is payable for all permits, with the exception of Motorcycle Bay only permits, and is regardless of the type of permit or vehicle)	26.00	26.00	0.0%
Base cost of a 3 month permit (This cost is payable for all permits, with the exception of	35.00	39.00	11.4%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Motorcycle Bay only permits, and is regardless of the type of permit or vehicle)			
Base cost of a 6 month permit (This cost is payable for all permits, with the exception of Motorcycle Bay only permits, and is regardless of the type of permit or vehicle)	45.00	51.00	13.3%
Base cost of a 12 month permit (This cost is payable for all permits, with the exception of Motorcycle Bay only permits, and is regardless of the type of permit or vehicle)	55.00	63.00	14.5%
Band 1 - Additions to Base Price			
Fully electric car/ fully electric motorcycle (combined permit)/ historic tax class or other zero emissions vehicle will be the same price as the base permit price	0.00	0.00	N/A
Band 2 - Additions to Base Price			
Cost per CO2 g/km - 3 month permit	0.25	0.25	0.0%
Cost per CO2 g/km - 6 month permit	0.50	0.50	0.0%
Cost per CO2 g/km - 12 month permit	1.00	1.00	0.0%
Other Additions to Base Permit Price			
One month temporary permit	23.00	24.00	4.3%
Annual Combined Motorcycle Permit (to park in motorcycle and resident permit bays) - 6 months and 3 month permits would be 50% and 25% respectively	27.00	29.00	7.4%
Annual Unknown emissions for a car or van (Engine size not over 1549cc) - 6 months and 3 month permits would be 50% and 25% respectively	135.00	140.40	4.0%
Annual Unknown emissions for a car or van (Engine size over 1549cc) - 6 months and 3 month permits would be 50% and 25% respectively	187.00	194.00	3.7%
Diesel Surcharge (pre-Euro 6) including electric diesel/ diesel hybrid registered before 1 September 2015			
3 month permit	20.50	22.00	7.3%
6 month permit	41.00	44.00	7.3%
12 month permit	82.00	88.00	7.3%
Second and subsequent residents' permit surcharge			
3 month permit	24.75	25.75	4.0%
6 month permit	49.50	51.50	4.0%
12 month permit	99.00	103.00	4.0%
Doctors' Bay Permits			
First permit for a doctors' bay (12 months)	375.00	390.00	4.0%
Each additional permit for a doctors' bay (12 months)	19.00	20.00	5.3%
Car Club Permits			
Annual permit charges			

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Permit for a non-electric vehicle (floating car club) excl VAT	1,936.00	2,217.00	14.5%
Permit for an electric vehicle (floating car club) excl VAT	969.00	1,110.00	14.6%
Permit for an electric van	1,734.00	1,804.00	4.0%
Permit for a car in VED bands A and B	858.00	893.00	4.1%
Permit for a car in VED band C	1,187.00	1,235.00	4.0%
Permit for a car in VED band D	1,535.00	1,597.00	4.0%
Permit for a Euro 6 van	2,290.00	2,382.00	4.0%
Visitors Permit			
Visitor Permit	0.00	0.00	0%
Administrative Charges			
Administrative charge for processing refunds, replacing lost, stolen, damaged or destroyed permits and processing permanent or temporary change of vehicle applications, associated with all permits other than antique dealer permits	11.00	12.00	9.1%
Antique Dealer Permits			
Annual Antique Dealer Permit - (new permits and renewals)	248.40	258.30	4.0%
Administrative charges for Antique Dealers' Permits			
Administrative charge for replacing antique dealer permits, i.e. replacing lost, destroyed, damaged or stolen permits, change of vehicle, adding a second vehicle to the permit and issuing temporary permits.	9.00	10.00	11.1%
On-street Pay-By-Phone			
On-street Pay-By-Phone tariff for motorcycle bays			
Daily charge for parking in motorcycle bays without a residents' motorcycle parking permit for electric motorcycles	Free	Free	N/A
Daily charge for non-electric motorcycle parking in motorcycle bays without a residents' motorcycle parking permit	2.00	2.00	0.0%
Monthly permit for non-electric motorcycle parking in motorcycle bays without a residents' motorcycle parking permit	20.00	20.00	0.0%
Yearly permit for non-electric motorcycle parking in motorcycle bays without a residents' motorcycle parking permit	200.00	200.00	0.0%
On-street Pay-By-Phone tariff per hour			
Basic (Fully Electric vehicle or zero emissions vehicle (including fully fuel cell (hydrogen)))	1.60	1.70	6.2%
Basic (Petrol/Hybrid-Petrol/Electric-Petrol/Hybrid-Electric/ Gas/Gas-Petrol/Other/Emissions unknown)	2.10	2.30	9.5%
Basic (Diesel/ Hybrid-Diesel/ Electric-Diesel/Gas-Diesel/Pay and Display machine if reinstated)	2.40	2.60	8.3%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Low (Fully Electric vehicle or zero emissions vehicle (including fully fuel cell (hydrogen)))	2.70	2.80	3.7%
Low (Petrol/Hybrid-Petrol/Electric-Petrol/Hybrid-Electric/ Gas/Gas-Petrol/Other/Emissions unknown)	3.60	3.70	2.8%
Low (Diesel/ Hybrid-Diesel/ Electric-Diesel/Gas-Diesel/Pay and Display machine if reinstated)	4.10	4.20	2.4%
Medium (Fully Electric vehicle or zero emissions vehicle (including fully fuel cell (hydrogen)))	3.80	4.00	5.3%
Medium (Petrol/Hybrid-Petrol/Electric-Petrol/Hybrid-Electric/ Gas/Gas-Petrol/Other/Emissions unknown)	5.10	5.30	3.9%
Medium (Diesel/ Hybrid-Diesel/ Electric-Diesel/Gas-Diesel/Pay and Display machine if reinstated)	5.70	6.00	5.3%
High (Fully Electric vehicle or zero emissions vehicle (including fully fuel cell (hydrogen)))	4.90	5.10	4.1%
High (Petrol/Hybrid-Petrol/Electric-Petrol/Hybrid-Electric/ Gas/Gas-Petrol/Other/Emissions unknown)	6.50	6.80	4.6%
High (Diesel/ Hybrid-Diesel/ Electric-Diesel/Gas-Diesel/Pay and Display machine if reinstated)	7.40	7.70	4.1%
Holland Park Car Park Pay-By-Phone tariff per hour			
Medium (Fully Electric vehicle or zero emissions vehicle (including fully fuel cell (hydrogen)))	3.80	4.00	5.3%
Medium (Petrol/Hybrid-Petrol/Electric-Petrol/Hybrid-Electric/ Gas/Gas-Petrol/Other/Emissions unknown)	5.10	5.30	3.9%
Medium (Diesel/ Hybrid-Diesel/ Electric-Diesel/Gas-Diesel/Pay and Display machine if reinstated)	5.70	6.00	5.3%
Session Transaction Fees	N/A	0.05	New
SMS Payment Confirmation	N/A	0.25	New
SMS Reminder	N/A	0.25	New
Parking Suspensions			
Fewer than six chargeable days (per space per chargeable day)	72.00	72.00	0.0%
Six to 42 chargeable days inclusive (per space per chargeable day)	108.00	112.00	3.7%
43 chargeable days or more (per space per chargeable day)	144.00	150.00	4.2%
Express Suspension (5 working day notice period, rather than normal 10 working day notice period) cost per application	357.00	371.00	3.9%
Utilities suspensions where the suspended bays will be excavated by the utility company	Suspension charges apply for the first day only	Suspension charges apply for the first day only	N/A

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Utilities suspensions where the suspended bays will not be excavated by the utility company, e.g. traffic management reasons	Suspension charges apply for every day of the suspension	Suspension charges apply for every day of the suspension	N/A
Administrative charges for suspensions			
Administrative charge for cancelling a suspension or making any change to the suspension sign on-street after the suspension sign has been posted (per suspension application)	24.00	24.00	0.0%
Administration charge for cancelling a suspension or making changes to the suspension application where suspension sign has not been posted and where the change is the second or subsequent change made to that application	19.00	19.00	0.0%
Parking Dispensations			
Fewer than six chargeable days (per five metre space per chargeable day)	72.00	72.00	0.0%
Six to 42 chargeable days inclusive (per five metre space per chargeable day)	108.00	112.00	3.7%
43 chargeable days or more (per five metre space per chargeable day)	144.00	150.00	4.2%

Explanatory notes:

Resident permit charges

The charge for residents' parking permits has two elements:

- base permit price
- surcharge per gramme of CO2 per km

When we changed to the emissions-based resident parking permit structure, the base permit price was the same for all permit duration periods, i.e. 3 month, 6 month and 12 month and reflected the cost of issuing a permit.

From 1 April 2024, the base permit price was £55 and the annual cost per gramme of CO2 per km was £1. The average cost of an annual residents' permit, including the base price, was £197. A four per cent inflationary increase in the average cost of a residents' permit would therefore be £8.

We propose to freeze the charge per gramme of CO2 per km. This means that to achieve the 4 per cent inflationary increase in the cost of an average permit, the base annual permit price will rise from £55 to £63. The additional cost which is added to the base permit price for the one-month temporary permit, Combined Motorcycle Permits (to park in motorcycle and resident permit bays) and permits for vehicles with unknown emissions will remain unchanged, as the inflationary increase for these permits will be added to the base permit price.

Diesel surcharge

In April 2021, we changed the resident parking permit structure to provide a greater incentive for residents to choose a cleaner vehicle. Further details can be found in the Key Decision Report link below.

<https://www.rbkc.gov.uk/howwegovern/keydecisions/decision.aspx?DecisionID=5520>

One of the recommendations of the report was that the diesel surcharge be increased at a rate above the general rate of inflation from 2022/23 onwards to encourage residents to choose petrol or electric vehicles. Therefore the 12-month diesel surcharge has been increased by 6.4 per cent (the uplift of 4% on other prices plus 2.4 per cent) and rounded to the nearest pound. The six month and three-month diesel surcharge price are a half and a quarter of the annual cost respectively.

Visitor motorcycle parking tariff

Although we charge residents to park motorcycles in standard residents' bays, we do not charge residents to park in resident permit motorcycle bays.

When proof of payment for visitor parking required a Pay-and-Display ticket, motorcycles were made exempt due to their not having a secure mechanism for displaying such tickets. That limitation does not apply now that payment is made by Pay-by-phone so we proposed to charge in April 2023. Charging for visitor motorcycle parking will reduce the incidence of motorcycles being left in bays for long periods of time, thereby releasing more space for daily visitors. We have not yet implemented this charge for visitor motorcycle parking.

From 1 April 2025, charges will remain at current levels and non-electric visitor motorcycles will continue to be charged 2 per day. A monthly permit to park in visitor motorcycle bays will cost 20 and a yearly permit will remain at £200.

Electric motorcycles will continue to park for free in visitor motorcycle bays, as will motorcycles with a valid residents' motorcycle permit.

All visitor motorcycle bays have the same Pay-by-phone location code and so motorcyclists are able to park in multiple visitor motorcycle bays on the same day without having to pay again.

From 1 April 2023, all our motorcycle bays became shared use bays (subject to the usual consideration of traffic order objections) so can be used by visitors (who pay) and residents (who can park for free with a permit). This provides a total of 312 bays available to motorcyclists.

Visitor parking tariffs

We link visitor parking tariffs to the Retail Price Index (RPI) to ensure that they keep pace with inflation. In this way, parking tariffs discourage non-essential trips and increase the opportunity for motorists to find a vacant space without excessive searching. We review charges each year, taking account of the change in RPI since the previous increase, but it does not necessarily mean we increase them every year.

We last increased visitor parking tariffs, across all tariff bands in April 2024, following the change introduced in April 2023 when the base price for visitor parking became the electric vehicle tariff, to make it easier to maintain a differential of circa £1 per hour between the four

tariff areas. The petrol tariff is now set to be 33 per cent more than the electric vehicle tariff (rounded to the nearest 10p) and the diesel tariff is now set to be 50 per cent more than the electric vehicle tariff (rounded to the nearest 10p).

The actual charges are based on applying the four per cent inflationary increase to the electric vehicle price for each of the four tariff areas.

Tariff Area	Price per hour (£)		
	Fully Electric vehicle or zero emissions vehicle (including fully fuel cell (hydrogen))	Petrol/Hybrid-Petrol/Electric-Petrol/Hybrid-Electric/Gas/Gas-Petrol/Other/Emissions unknown	Diesel/ Hybrid-Diesel/ Electric-Diesel/Gas-Diesel/*
Basic	1.70	2.30	2.60
Low	2.80	3.70	4.20
Medium	4.00	5.30	6.00
High	5.10	6.80	7.70

**in the event that we were to decide to reinstate the use of pay and display machines, the tariff would be equivalent to the diesel rate*

Suspension and dispensation charges

Suspension and dispensation charges are based on the tariff in the high tariff area for petrol vehicles and are calculated as follows:

- i) Fewer than six chargeable days (per space per chargeable day) – this is 11 times the cost of the hourly petrol tariff in the high tariff area, rounded to the nearest pound; however, note that this has been frozen at current prices for 2025/26.
- ii) Six to 42 chargeable days inclusive (per space per chargeable day) – this is 1.5 times the cost of the multiple of the petrol tariff outlined in (i);
- iii) 43 chargeable days or more (per space per chargeable day) – this is twice the cost of the multiple of the petrol tariff outlined in (i).

As the cost of the petrol tariff in the high tariff area has increased this year, so too has the cost of suspensions and dispensations.

Express suspension charge

On 1 April 2023, we introduced an express suspension charge which requires five working days' notice rather than the standard ten working days' notice. This is a one-off cost per application and was priced at five times the "fewer than six chargeable days" charge in that year. From 1 April 2025, this cost will be increased by four per cent (rounded).

Clarification of the cost of suspensions

It has come to officers' attention that some customers are swapping the applicant names on suspension bookings so that they avoid the higher charges for longer suspensions. For clarification, we apply the higher charge for suspensions when the cumulative days relate to the same planning permission rather than by applicant for suspensions which have an

associated planning permission. We also reserve the right to apply the higher charge where it has evidence of swapping between applicants, or other behaviour, to avoid the higher charge. Suspensions for bays behind hoardings will be charged for every day that the bay is unusable.

Administrative charges

We do not levy an administration charge for residents transferring a private number plate to a different vehicle.

The administrative charge for antique dealer permits was last increased in April 2024. From 1 April 2025, this charge will rise by four percent (rounded).

DIRECTORATE: ADULT SOCIAL CARE & PUBLIC HEALTH
DEPARTMENT: ADULT SOCIAL CARE

SERVICE: ADULT SOCIAL CARE ♦

Councils are required to have a client contribution policy that is demonstrably fair and does not undermine the overall objectives of social care – to promote both independence and social inclusion of individuals. A Contributions Policy is in place. A financial assessment is undertaken in line with the Contributions Policy and determines for each individual, the financial contribution that they are asked to make towards the cost of their care. The amount an individual contributes must be an 'affordable' amount, based on their ability to pay. The table below sets out the fees and charges for Adult Social Care services. Within Adult Social Care there are some charges for which the charging framework is set nationally, such as residential and nursing care. These are excluded from the fees and charges set out below.

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Home Care Services (the charge for home care services is set at the average of rates charged by the Council's main home care contractors)	20.43	20.83	2.0%
6 Week Reablement Care (a local authority is not allowed to charge for the first 6 weeks of intermediate care)	No Charge	No Charge	N/A
Day Care (per half day session) Standard	21.28	21.71	2.0%
Day Care (per half day session) Complex Needs	28.22	28.78	2.0%
Transport - A charge for each round trip to and from a day centre	11.69	11.92	2.0%
Deferred Payment Agreements - One off set up charge	500	500	0.0%
Deferred Payment Agreements - Ongoing annual maintenance charge	100	100	0.0%

DIRECTORATE: RESOURCES AND CUSTOMER DELIVERY
DEPARTMENT: LEGAL & GOVERNANCE SERVICES

SERVICE: LEGAL SERVICES

**Legal Services will require a non-refundable up-front payment of 250 before commencing any Property legal work.

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Residential Property work**			
Collective Enfranchisement	1,920.00	1960.00	2.1%
Deeds of Variation	1,000.00	1020.00	2.0%
Flat Enlargements / Divisions	1,920.00	1960.00	2.1%
Lease Extensions (via D of V)	1,090.00	1110.00	1.8%
Mortgages & Charges	250.00	260.00	4.0%
Notices	60.00	60.00	0.0%
Property Sales and Leases (Non RTB)	1,840.00	1880.00	2.2%
Residential Licences	840.00	860.00	2.4%
All other residential work – Hourly Rate	170.00	170.00	0.0%
Commercial Property work**			
Commercial Leases	1,290.00	1320.00	2.3%
Commercial Licences	1,250.00	1280.00	2.4%
All other Commercial work – Hourly Rate	170.00	170.00	0.0%
Planning work**			
Section 106 Agreements– Hourly Rate	295.00	300.00	1.7%
Section 106 Agreements – PPAs – Hourly Rate	340.00	350.00	2.9%
Section 38 / 278 Agreements – Hourly Rate	235.00	240.00	2.1%

DIRECTORATE: RESOURCES AND CUSTOMER DELIVERY
DEPARTMENT: CUSTOMER DELIVERY

SERVICE: CONCESSIONARY TRANSPORT SERVICE

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Blue Badge Initial application	10.00	10.00	0.0%
Blue Badge Replacements	10.00	10.00	0.0%

SERVICE: COUNCIL TAX

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Council Tax Summons Costs	86.70	96.00	10.7%
Council Tax Liability Costs	35.70	30.00	-16.0%

SERVICE: BUSINESS RATES

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Business Rates Summons Costs	138.00	138.00	0.0%
Business Rates Liability Costs	44.00	44.00	0.0%

SERVICE: ENFORCEMENT*

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Compliance Fee	75.00	75.00	0.0%
Visit Fee	235.00	235.00	0.0%

*Enforcement Fees are prescribed in legislation

SERVICE: HUMAN RESOURCES

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
DBS	15.00	15.00	0.0%
SLA	Charged per head count per service		N/A
Job Evaluations	205.00	215.00	4.9%
Occupational Health Appointment Charge to School	45.00	45.00	0.0%

SERVICE: CORPORATE SAFETY

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Category A : -			
Statutory duties for Community Schools			
Nursery Schools	Free	Free	N/A

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Primary Schools	Free	Free	N/A
Secondary Schools	Free	Free	N/A
Special Schools	Free	Free	N/A
VA Schools, Academies, Free Schools etc.	170.00	170.00	0.0%
Category B : -			
Advisory information and subscription service (i) Development and deployment of policy and guidance (ii) Health and safety audit (iii) (No charge for community schools) Fire safety advice (iv)			
Nursery/Primary	810.00	830.00	2.5%
Secondary	1640.00	1670.00	1.8%
Special	1400.00	1430.00	2.1%
Category C1 : -			
Training - Each course will be quoted individually			
Category C2 : -			
Radiation protection advisory service	400.00	410.00	2.5%
Category D : -			
An 'as and when required' service (as opposed to the annual package), the rate per day 7.5 hour Day	550.00	560.00	1.8%
An 'as and when required' service (as opposed to the annual package), per half-day (3.75 hours)	310.00	320.00	3.2%
An 'as and when required' service (as opposed to the annual package), per hour or part there of	100.00	100.00	0.0%

SERVICE: CONFERENCE & EVENTS

Fees for the Conference & Events Service are set one year in advance due to the requirement to enable pre-bookings. The 2025-26 charges have therefore already been agreed. These are included for completeness here for the 2025-26 Fees and Charges Schedule, and the 2026-27 Fees & Charges are proposed for decision.

Fee Description (excluding VAT) (subject to standard rate VAT)	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Proposed Fee (£)	% Increase/ (Decrease)
Kensington Town Hall (Monday to Friday)					
The Great Hall (inclusive of foyers)					
· Day (8am to 6pm)	5,525.00	5,745.00	4.0%	5,970.00	3.9%
· Late Day (2pm to midnight)	5,735.00	5,965.00	4.0%	6,200.00	3.9%
· Full Day (8am to midnight)	6,070.00	6,315.00	4.0%	6,570.00	4.0%

Fee Description (excluding VAT) (subject to standard rate VAT)	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Proposed Fee (£)	% Increase/ (Decrease)
· Hourly Rate (Applies after midnight or for evening meetings after 6pm)	630.00	655.00	4.0%	680.00	3.8%
The Small Hall (inclusive of Foyers)					
· Day (8am to 6pm)	1,560.00	1,620.00	4.0%	1,680.00	3.7%
· Late Day (2pm to midnight)	1,720.00	1,790.00	4.0%	1,860.00	3.9%
· Full Day (8am to midnight)	1,910.00	1,985.00	4.0%	2,060.00	3.8%
· Hourly Rate (Applies after midnight or for evening meetings after 6pm)	270.00	280.00	4.0%	290.00	3.6%
The Great and Small Hall combined					
· Day (8am to 6pm)	6,255.00	6,505.00	4.0%	6,770.00	4.1%
· Late Day (2pm to midnight)	6,280.00	6,530.00	4.0%	6,790.00	4.0%
· Full Day (8am to midnight)	7,185.00	7,470.00	4.0%	7,770.00	4.0%
· Hourly Rate (Applies after midnight or for evening meetings after 6pm)	905.00	940.00	4.0%	980.00	4.3%
Kensington Town Hall (Saturday, Sunday and Bank Holidays)					
The Great Hall (inclusive of foyers)					
· Day (8am to 6pm)	6,075.00	6,320.00	4.0%	6,570.00	4.0%
· Late Day (2pm to midnight)	6,755.00	7,025.00	4.0%	7,310.00	4.1%
· Full Day (8am to midnight)	7,190.00	7,480.00	4.0%	7,780.00	4.0%
· Hourly Rate (Applies after midnight or for evening meetings after 6pm)	765.00	795.00	4.0%	830.00	4.4%
The Small Hall (inclusive of Foyers)					
· Day (8am to 6pm)	2,145.00	2,230.00	4.0%	2,320.00	4.0%
· Late Day (2pm to midnight)	2,340.00	2,435.00	4.0%	2,530.00	3.9%
· Full Day (8am to midnight)	2,490.00	2,590.00	4.0%	2,690.00	3.9%
· Hourly Rate (Applies after midnight or for evening meetings after 6pm)	370.00	385.00	4.0%	400.00	3.9%
The Great and Small Hall combined					
· Day (8am to 6pm)	7,340.00	7,635.00	4.0%	7,940.00	4.0%

Fee Description (excluding VAT) (subject to standard rate VAT)	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Proposed Fee (£)	% Increase/ (Decrease)
· Late Day (2pm to midnight)	8,255.00	8,585.00	4.0%	8,930.00	4.0%
· Full Day (8am to midnight)	8,740.00	9,090.00	4.0%	9,450.00	4.0%
· Hourly Rate (Applies after midnight or for evening meetings after 6pm)	1,130.00	1,175.00	4.0%	1,220.00	3.8%
Mayor's Parlour (including Committee Rooms 3 and 4)					
· Standard Hourly Rate (minimum booking 4 hours)	520.00	540.00	4.0%	560.00	3.7%
· After 17.00 per Hour	610.00	635.00	4.0%	660.00	3.9%
Committee Rooms/Council Chamber					
Council Chamber					
· Standard Hourly Rate (minimum booking 4 hours)	125.00	130.00	4.0%	140.00	7.7%
· After 17.00 per Hour	215.00	225.00	5.0%	230.00	2.2%
Committee Rooms 1 to 5					
· Standard Hourly Rate (minimum booking 4 hours)	105.00	110.00	5.0%	110.00	0.0%
· After 17.00 per Hour	205.00	215.00	5.0%	220.00	2.3%
CHELSEA OLD TOWN HALL (exempt from VAT) (Monday to Friday)					
The Main Hall					
· Day (8am to 6pm)	2,185.00	2,270.00	4.0%	2,360.00	4.0%
· Late Day (2pm to Midnight)	2,650.00	2,755.00	4.0%	2,870.00	4.2%
· Full Day (8am to midnight)	2,820.00	2,935.00	4.0%	3,050.00	3.9%
· Hourly Rate (Applies to evening meetings after 6pm)	395.00	410.00	4.0%	430.00	4.9%
The Small Hall					
· Day (8am to 6pm)	1,200.00	1,250.00	4.0%	1,300.00	4.0%
· Full Day (8am to midnight)	1,555.00	1,615.00	4.0%	1,680.00	4.0%
· Hourly Rate (Applies to evening meetings after 6pm)	270.00	280.00	4.0%	290.00	3.6%
Main Hall and Small Hall Combined					
· Day (8am to 6pm)	3,260.00	3,390.00	4.0%	3,530.00	4.1%
· Late Day (2pm to midnight)	3,760.00	3,910.00	4.0%	4,070.00	4.1%
· Full Day (8am to midnight)	3,990.00	4,150.00	4.0%	4,320.00	4.1%

Fee Description (excluding VAT) (subject to standard rate VAT)	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Proposed Fee (£)	% Increase/ (Decrease)
· Hourly Rate (Applies to evening meetings after 6pm)	645.00	670.00	4.0%	700.00	4.5%
Main Hall and Cadogan Suite Combined					
· Day (8am to 6pm)	3,260.00	3,390.00	4.0%	3,530.00	4.1%
· Late Day (2pm to midnight)	3,760.00	3,910.00	4.0%	4,070.00	4.1%
· Full Day (8am to midnight)	3,990.00	4,150.00	4.0%	4,320.00	4.1%
· Hourly Rate (Applies to evening meetings after 6pm)	645.00	670.00	4.0%	700.00	4.5%
All Spaces Combined					
· Day (8am to 6pm)	3,800.00	3,950.00	4.0%	4,110.00	4.1%
· Late Day (2pm to midnight)	4,170.00	4,335.00	4.0%	4,510.00	4.0%
· Full Day (8am to midnight)	4,265.00	4,435.00	4.0%	4,610.00	3.9%
· Hourly Rate (Applies to evening meetings after 6pm)	690.00	720.00	4.0%	750.00	4.2%
CHELSEA OLD TOWN HALL (exempt from VAT) (Saturday, Sunday and Bank Holidays)					
The Main Hall					
· Day (8am to 6pm)	2,695.00	2,805.00	4.0%	2,920.00	4.1%
· Late Day (2pm to midnight)	3,150.00	3,275.00	4.0%	3,410.00	4.1%
· Full Day (8am to midnight)	3,585.00	3,730.00	4.0%	3,880.00	4.0%
· Hourly Rate (Applies to evening meetings after 6pm)	595.00	620.00	4.0%	640.00	3.2%
The Small Hall					
· Day (8am to 6pm)	1,445.00	1,505.00	4.0%	1,570.00	4.3%
· Full Day (8am to midnight)	1,885.00	1,960.00	4.0%	2,040.00	4.1%
· Hourly Rate (Applies to evening meetings after 6pm)	345.00	360.00	4.0%	370.00	2.8%
The Main and Small Hall combined					
· Day (8am to 6pm)	4,105.00	4,270.00	4.0%	4,440.00	4.0%
· Late Day (2pm to midnight)	4,340.00	4,515.00	4.0%	4,700.00	4.1%
· Full Day (8am to midnight)	4,580.00	4,765.00	4.0%	4,960.00	4.1%
· Hourly Rate (Applies to evening meetings after 6pm)	930.00	965.00	4.0%	1,000.00	3.6%

Fee Description (excluding VAT) (subject to standard rate VAT)	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Proposed Fee (£)	% Increase/ (Decrease)
Main Hall and Cadogan Suite Combined					
· Day (8am to 6pm)	4,105.00	4,270.00	4.0%	4,440.00	4.0%
· Late Day (2pm to midnight)	4,340.00	4,515.00	4.0%	4,700.00	4.1%
· Full Day (8am to midnight)	4,580.00	4,765.00	4.0%	4,960.00	4.1%
· Hourly Rate (Applies to evening meetings after 6pm)	930.00	965.00	4.0%	1,000.00	3.6%
All Rooms Combined					
· Day (8am to 6pm)	4,645.00	4,830.00	4.0%	5,020.00	3.9%
· Late Day (2pm to midnight)	4,760.00	4,950.00	4.0%	5,150.00	4.0%
· Full Day (8am to midnight)	4,850.00	5,045.00	4.0%	5,250.00	4.1%
· Hourly Rate (Applies to evening meetings after 6pm)	970.00	1,010.00	4.0%	1,050.00	4.0%
ORANGERY (VAT applicable in certain circumstances) Weddings, Receptions and other events					
Monday to Thursday (excl. Bank Holidays):					
Day or Evening Hire (9.00-17.00 or 18.00-23.30)					
· 1 April - 31 Oct	2,620.00	2,725.00	4.0%	2,830.00	3.9%
· 1 Nov - 31 Mar	2,095.00	2,180.00	4.0%	2,270.00	4.1%
Late Day Rate (14:00 - 23:30)					
· 1 April - 31 Oct	4,175.00	4,340.00	4.0%	4,510.00	3.9%
· 1 Nov - 31 Mar	3,335.00	3,470.00	4.0%	3,610.00	4.0%
Full Day Hire (9.00-23.30)					
· 1 April - 31 Oct	4,995.00	5,195.00	4.0%	5,400.00	3.9%
· 1 Nov - 31 Mar	3,910.00	4,065.00	4.0%	4,230.00	4.1%
Friday to Sunday (incl. Bank Holidays):					
Day or Evening Hire (9.00-17.00 or 18.00-23.30)					
· 1 April - 31 Oct	2,915.00	3,030.00	4.0%	3,150.00	4.0%
· 1 Nov - 31 Mar	2,300.00	2,390.00	4.0%	2,490.00	4.2%
Late Day Rate (14:00 - 23:30)					
· 1 April - 31 Oct	4,700.00	4,890.00	4.0%	5,090.00	4.1%
· 1 Nov - 31 Mar	3,685.00	3,830.00	4.0%	3,980.00	3.9%
Full Day Hire (9.00-23.30)					
· 1 April - 31 Oct	5,535.00	5,755.00	4.0%	5,990.00	4.1%
· 1 Nov - 31 Mar	4,315.00	4,490.00	4.0%	4,670.00	4.0%

Fee Description (excluding VAT) (subject to standard rate VAT)	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Proposed Fee (£)	% Increase/ (Decrease)
Hourly rate extension	385.00	400.00	4.0%	420.00	5.0%
Lawn hire for siting marquee	610.00	635.00	4.0%	660.00	3.9%
Staff Hire/Other Charges					
Service Staff (incl Porter, Cleaner, Usher, Cloakroom) Min 4 hours	24.25	25.25	4.0%	30.00	18.8%
Traffic Marsh/SIA Security (Standard) Min 5 hours	17.75	18.50	4.0%	20.00	8.1%
Traffic Marsh/SIA Security (Bank Holiday) Min 5 hours	27.00	28.00	4.0%	30.00	7.1%
Traffic Marsh/SIA Security (Special Day - Christmas Day, Boxing Day, New Year Eve and New Year Day) Min 5 hours	36.25	37.75	4.0%	40.00	6.0%
AV Technician (Half day) 1-4 hours	241.00	250.75	4.0%	260.00	3.7%
AV Technician (Full day) 4-9 hours	380.00	395.25	4.0%	410.00	3.7%
Other Charges					
Damage Deposit	637.25	662.75	4.0%	690.00	4.1%
Damage Deposit - For exhibitions	1,113.75	1,158.25	4.0%	1,200.00	3.6%
Catering Waiver - Great/Main Hall	1,092.50	1,136.25	4.0%	1,180.00	3.9%
Catering Waiver - Small Hall	594.25	618.00	4.0%	640.00	3.6%
Catering Waiver - Discretionary Rate (generally café service)	278.50	289.75	4.0%	300.00	3.5%
Photocopying per sheet after first 50 free	0.05	0.05	0.0%	0.05	0.0%
PA System (Chelsea) Half day	278.50	289.75	4.0%	300.00	3.5%
PA System (Chelsea) Full day	557.00	579.25	4.0%	600.00	3.6%
Uplighters	16.50	17.25	5.0%	20.00	15.9%

DIRECTORATE: HOUSING AND SOCIAL INVESTMENT
DEPARTMENT: HOUSING MANAGEMENT GENERAL FUND

SERVICE: Travellers Sites ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Travellers Rent	126.54	129.96	2.7%
Travellers Service Charges *	19.76	20.29	2.7%

**includes water and council tax*

SERVICE: PUBLIC CONVENIENCES ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Public conveniences - charge per use	0.20	0.20	0.0%

DIRECTORATE: CHILDREN'S SERVICES
DEPARTMENT: LIBRARIES AND ARCHIVES

SERVICE: LIBRARIES AND ARCHIVES ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Collection			
Archives loans	160.50	162.00	0.9%
Music CD	1.20	1.20	0.0%
Music CD - concessions	0.50	0.50	0.0%
Children's DVD	1.20	1.20	0.0%
DVD	1.20	1.20	0.0%
Language course (physical)	2.70	2.70	0.0%
Language course (physical) - concessions	1.50	1.50	0.0%
Language course (online)	7.20	7.20	0.0%
Language course (online) - concessions	N/A	3.50	NEW
Talking Books	1.10	1.10	0.0%
Talking Books - concessions	0.55	0.55	0.0%
Books/Audio Fines (16-17 yrs)	0.10	0.10	0.0%
Books/Audio Fines (adult)	0.25	0.25	0.0%
Maximum overdue fine limit (16-17 yrs)	2.00	2.00	0.0%
Maximum overdue fine limit (adult)	10.00	10.00	0.0%
Overdue notices (adult) - postage	0.40	0.40	0.0%
Overdue notices (Under 18) - postage	1.00	1.00	0.0%
Item recovery charge	N/A	10.00	NEW
Reservations	1.10	1.10	0.0%
Reservations - concessions	0.65	0.65	0.0%
Reservations (16-17yrs)	0.65	0.65	0.0%
ICT			
Photocopying and printing - black and white A4	0.25	0.25	0.0%
Photocopying and printing - black and white A3	0.50	0.50	0.0%
Photocopying and printing - colour A4	0.90	0.90	0.0%
Photocopying and printing - colour A3	1.65	1.65	0.0%
Scanning	1.65	1.65	0.0%
Scanning - subsequent pages and emailed	1.10	1.10	0.0%
Internet - subsequent hour	1.10	1.10	0.0%
Licensing			
Licensing: non-profit publications - Country	23.50	24.00	2.1%
Licensing: non-profit publications - World	43.00	44.00	2.3%
Licensing: non-profit publications - Global	59.00	60.00	1.7%
Licensing: reports and surveys	32.00	33.00	3.1%
Licensing: print and audio - Country	43.00	44.00	2.3%
Licensing: print and audio - World	59.00	60.00	1.7%
Licensing: print and audio - Global	85.50	87.00	1.8%
Licensing: digital publications - Country	75.00	76.00	1.3%
Licensing: digital publications - World	96.00	98.00	2.1%
Licensing: digital publications - Global	117.50	120.00	2.1%
Licensing: cover images - Country	182.00	185.00	1.6%
Licensing: cover images - World	235.00	240.00	2.1%
Licensing: cover images - Global	294.00	298.00	1.4%
Licensing: websites commercial	107.00	110.00	2.8%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Licensing: websites non-commercial	53.50	54.00	0.9%
Licensing: exhibitions - temporary/non-commercial	37.00	37.00	0.0%
Licensing: exhibitions - temporary/commercial	75.00	77.00	2.7%
Licensing: exhibitions - permanent/non-commercial	53.50	54.00	0.9%
Licensing: exhibitions - permanent/commercial	107.00	110.00	2.8%
Licensing: Social Media - personal	0.00	0.00	0.0%
Licensing: Social Media - commercial	27.00	27.00	0.0%
Licensing: Interior Design & Décor	139.00	140.00	0.7%
Licensing: Interior Design & Décor - additional images	21.00	22.00	4.8%
Licensing: Merchandise (paper) - Country	139.00	140.00	0.7%
Licensing: Merchandise (paper) - World	171.00	173.00	1.2%
Licensing: Merchandise (paper) - Global	214.00	217.00	1.4%
Licensing: Merchandise (objects)	321.00	325.00	1.2%
Licensing: TV/flash fee (UK educational)	53.50	55.00	2.8%
Licensing: TV/flash fee (UK local)	107.00	109.00	1.9%
Licensing: TV/flash fee (UK national)	171.00	174.00	1.8%
Licensing: TV/flash fee (world)	230.00	235.00	2.2%
Licensing: advertising - Country	139.00	142.00	2.2%
Licensing: advertising - World	171.00	174.00	1.8%
Licensing: advertising - Global	203.00	206.00	1.5%
Membership			
Replacement library card (adult)	3.50	3.50	0.0%
Replacement library card (under 16s)	1.20	1.20	0.0%
Outreach and Events			
Talks given onsite at Archives & Local Studies	105.00	105.00	0.0%
Talks given outside Archive & Local Studies	200.00	200.00	0.0%
Guided tours of the Archives & Local Studies	110.00	110.00	0.0%
Event ticket - Maximum charge author and miscellaneous events	N/A	64.00	NEW
Event ticket - Maximum charge author and miscellaneous events concession rate	N/A	53.50	NEW
Reproduction			
Reference image	5.00	6.00	20.0%
Self-service photography (personal)	6.00	6.00	0.0%
Self-service photography (commercial)	15.00	16.00	6.7%
Digital files - low resolution	10.50	10.50	0.0%
Digital files - medium resolution	16.00	16.00	0.0%
Digital files - high resolution	21.00	21.00	0.0%
Research			
Research - other non-commercial (After first 15 minutes of free enquiry research)	40.00	40.00	0.0%
Research - other commercial requests (After 15 minutes free of free enquiry research)	60.00	62.00	3.3%
Research - source checks (Staff research in census records (per address), staff research in electoral registers (per address for 5 years), staff research in local newspapers (per month), staff	12.60	12.60	0.0%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
research in street and trade directories (per address for 5 years)			
Rateable Values (Staff research in the Rateable Values records)	54.00	55.00	1.9%
Rateable Values (Additional properties added to staff research in the Rateable Values records)	15.60	16.00	2.6%
Retail			
Advert in community notice space	53.50	54.00	0.9%
Events - Parking	64.00	65.00	1.6%
Chelsea Library Gallery hire (1 week)	294.00	299.00	1.7%
Chelsea Library Gallery hire (2 weeks)	455.00	464.00	2.0%
Chelsea Library Gallery hire (extra week)	125.00	127.00	1.6%
Advert in community notice space (max rate charged)	53.50	54.00	0.9%
Advert in L&A online publications	53.50	54.00	0.9%
Corridor boards (additional space)	139.00	142.00	2.2%
Corridor boards (2 weeks)	160.50	164.00	2.2%
Tote Bags - max price - RRP linked to unit cost	16.00	16.00	0.0%
USB Sticks - max price - RRP linked to unit cost	21.00	21.00	0.0%
Headphones - max price - RRP linked to unit cost	21.00	21.00	0.0%
Stationery Items - max price - RRP linked to unit cost	27.00	27.00	0.0%
Room Hire			
Brompton Library - Meeting Room	53.50	54.00	0.9%
Brompton Library - Meeting Room	182.00	185.00	1.6%
Brompton Library - Meeting Room	331.50	337.00	1.7%
Hot desk at Brompton Library - K&C Co-Works	23.50	24.00	2.1%
Hot desk at Brompton Library - K&C Co-Works	75.00	76.00	1.3%
Hot desk at Brompton Library - K&C Co-Works	123.00	125.00	1.6%
Hot desk at Chelsea Library - K&C Co-Works	23.50	24.00	2.1%
Hot desk at Chelsea Library - K&C Co-Works	75.00	76.00	1.3%
Hot desk at Chelsea Library - K&C Co-Works	123.00	125.00	1.6%
Kensington Central Library - Meeting Room	43.00	44.00	2.3%
Kensington Central Library - Meeting Room	144.00	147.00	2.1%
Kensington Central Library - Meeting Room	278.00	283.00	1.8%
North Kensington - Community Room	37.00	38.00	2.7%
North Kensington - Community Room	107.00	109.00	1.9%
North Kensington - Community Room	246.00	250.00	1.6%
POD at Kensington Central Library	10.50	11.00	4.8%
POD at North Kensington (learning space)	10.50	11.00	4.8%
POD at North Kensington (lending)	10.50	11.00	4.8%
Walker Meeting Room at Chelsea Library (hour)	53.50	54.00	0.9%
Walker Meeting Room at Chelsea Library (half a day)	182.00	186.00	2.2%
Walker Meeting Room at Chelsea Library (full day)	331.50	337.00	1.7%
Package 1 - Kensington Central Library Lecture Theatre (Basic)	N/A	90.00	NEW
Package 2 - Kensington Central Library Lecture Theatre (Premium)	N/A	120.00	NEW

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Package 3 - Kensington Central Library Lecture Theatre (Cinema screening)	N/A	890.00	NEW
Private view with the Walker Room	231.00	235.00	1.7%
Chelsea Library Gallery hire - 1 week	294.00	299.00	1.7%
Chelsea Library Gallery hire - 2 weeks	455.00	464.00	2.0%
Chelsea Library Gallery hire - extra weeks		125.00	NEW
Services			
Archives Corporate Training	N/A	435.00	NEW
Commissioned research services	N/A	400.00	NEW
Display case hire	N/A	30.00	NEW
Filming - Extra staff needed out of hours	N/A	50.00	NEW
Storage			
Archives storage calculated per linear metre	50.00	52.00	4.0%

DIRECTORATE: CHILDRENS' SERVICES
DEPARTMENT: EDUCATION

SERVICE: EARLY YEARS SERVICE

Nursery	Fee Description	Daily Rate (£) From Jan 24 to March 25	Proposed Daily Rate (£) From April 2025	% Increase/ (Decrease)
Clare Gardens				
Clare Gardens	Day Rate - Under 3s	74.00	77.00	4.0%
Clare Gardens	Day Rate - Over 3s	69.00	72.00	4.0%
Clare Gardens	Half Day Rate - Under 3s	44.00	46.00	4.0%
Clare Gardens	Half Day Rate - Over 3s	42.00	44.00	4.0%
St Quintin's				
St Quintin's	Day Rate - Under 3s	83.00	86.00	4.0%
St Quintin's	Day Rate - Over 3s	77.00	80.00	4.0%
St Quintin's	Half Day Rate - Under 3s	50.00	52.00	4.0%
St Quintin's	Half Day Rate - Over 3s	47.00	49.00	4.0%

**DIRECTORATE: CHIEF EXECUTIVE
DEPARTMENT: COMMUNITIES**

SERVICE: REGISTRARS ♦

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
Licence for Approved Premises for Civil Ceremonies (3 Years Validity)			
Maximum Capacity of Premises:			
Up to 150	1,560.00	1,592.00	2.1%
151 – 300	1,721.00	1,756.00	2.0%
301 – 500	1,955.00	1,995.00	2.0%
50 and over	2,179.00	2,223.00	2.0%
Renewal	1,560.00	1,592.00	2.1%
Licence for Approved Premises for Civil Ceremonies (5 Years Validity)			
Maximum Capacity of Premises:			
Up to 150	2,246.00	2,291.00	2.0%
151 – 300	2,506.00	2,557.00	2.0%
301 – 500	2,865.00	2,923.00	2.0%
50 and over	3,146.00	3,210.00	2.0%
Renewal	2,246.00	2,291.00	2.0%
Citizenship Ceremonies			
Private	234.00	239.00	2.1%
Private Group (per person)	114.00	117.00	2.6%
Deed Poll			
Deed Poll Appointment (per applicant)	94.00	96.00	2.1%
Additional Deed Poll certificates	11.00	11.00	0.0%
Certificate of Life signing	10.00	10.00	0.0%
PD2 signing	10.00	10.00	0.0%
Other			
Bespoke Letter	50.00	50.00	0.0%
Pack of Confetti	3.00	3.00	0.0%
Certificate Wallets	2.00	2.00	0.0%
Registered Post	2.00	2.00	0.0%
International Post	10.00	10.00	0.0%
Special Delivery Post	<2kg: 10	10.00	0.0%
	2-10kg: 30	30.00	0.0%
	>10kg: 50	50.00	0.0%
Website Media Advertising Package - 12 months	936.00	955.00	2.0%
Website Media Advertising Package - 6 months	468.00	478.00	2.1%
Any other registrars service (other than statutory fees) not - otherwise detailed (HOURLY CHARGE)	109.00	112.00	2.8%
Ceremony live streaming and download	100.00	100.00	0.0%
Civil Marriages, Civil Partnerships, Civil Partnership to Marriage Conversion Ceremonies, All Non-Statutory Ceremonies			
Fee for visiting officiants / registrars to our premises	52.00	53.00	1.9%
Room hire fees	0.00	Cost equivalent to	N/A

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)
		the room that would otherwise be used for a marriage or civil partnership with the registrar	
Non-refundable booking fee for all ceremonies	100.00	100.00	0.0%

The following fees are agreed a year ahead to enable advanced bookings. Fees for 2025-26 have therefore already been agreed. Fees for 2026-27 are now proposed.

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Fee (£)	% Increase/ (Decrease)
Harrington Room – Ceremony Attendance / Room Hire Fees					
Mon - Thur: AM, Winter	175.00	185.00	6.1%	195	5.4%
Mon - Thur: AM, Summer	180.00	190.00	5.9%	200	5.3%
Mon - Thur: PM, Winter	180.00	190.00	5.9%	200	5.3%
Mon - Thur: PM, Summer	185.00	195.00	5.7%	205	5.1%
Mon - Thur: EVE, Winter	185.00	195.00	5.7%	205	5.1%
Mon - Thur: EVE, Summer	190.00	200.00	5.6%	210	5.0%
Friday: AM, Winter	190.00	200.00	5.6%	210	5.0%
Friday: AM, Summer	195.00	205.00	5.4%	215	4.9%
Friday: PM, Winter	200.00	210.00	5.3%	220	4.8%
Friday: PM, Summer	205.00	215.00	5.1%	225	4.7%
Friday: EVE, Winter	210.00	220.00	5.0%	230	4.6%
Friday: EVE, Summer	215.00	225.00	4.9%	235	4.4%
Saturday: AM, Winter	350.00	360.00	6.1%	370	2.8%
Saturday: AM, Summer	355.00	365.00	6.0%	375	2.7%
Saturday: PM, Winter	370.00	380.00	5.7%	390	2.6%
Saturday: PM, Summer	375.00	385.00	5.6%	395	2.6%
Saturday: EVE, Winter	380.00	390.00	5.6%	400	2.6%
Saturday: EVE, Summer	385.00	395.00	5.5%	405	2.5%
Sunday: AM, Winter	455.00	465.00	5.8%	475	2.2%
Sunday: AM, Summer	465.00	475.00	5.7%	485	2.1%
Sunday: PM, Winter	475.00	485.00	5.6%	495	2.1%
Sunday: PM, Summer	485.00	495.00	5.4%	505	2.0%
Sunday: EVE, Winter	495.00	505.00	5.3%	520	3.0%
Sunday: EVE, Summer	505.00	515.00	5.2%	530	2.9%
Public Holiday: AM, Winter	565.00	575.00	5.6%	590	2.6%
Public Holiday: AM, Summer	570.00	580.00	5.6%	595	2.6%
Public Holiday: PM, Winter	585.00	595.00	5.4%	610	2.5%
Public Holiday: PM, Summer	590.00	600.00	5.4%	615	2.5%
Public Holiday: EVE, Winter	605.00	615.00	5.2%	630	2.4%
Public Holiday: EVE, Summer	610.00	620.00	5.2%	635	2.4%
Rossetti Room – Ceremony Attendance / Room Hire Fees					

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Fee (£)	% Increase/ (Decrease)
Mon – Thur: AM, Winter	320.00	330.00	3.2%	340	3.0%
Mon – Thur: AM, Summer	330.00	340.00	3.1%	350	2.9%
Mon – Thur: PM, Winter	335.00	345.00	3.1%	355	2.9%
Mon – Thur: PM, Summer	340.00	350.00	3.0%	360	2.9%
Mon – Thur: EVE, Winter	345.00	355.00	3.0%	365	2.8%
Mon – Thur: EVE, Summer	350.00	360.00	2.9%	370	2.8%
Friday: AM, Winter	340.00	350.00	3.0%	360	2.9%
Friday: AM, Summer	350.00	360.00	2.9%	370	2.8%
Friday: PM, Winter	355.00	365.00	2.9%	375	2.7%
Friday: PM, Summer	360.00	370.00	2.9%	380	2.7%
Friday: EVE, Winter	365.00	375.00	2.8%	385	2.7%
Friday: EVE, Summer	370.00	380.00	2.8%	390	2.6%
Saturday: AM, Winter	380.00	390.00	2.7%	400	2.6%
Saturday: AM, Summer	395.00	405.00	2.6%	415	2.5%
Saturday: PM, Winter	400.00	410.00	2.6%	420	2.4%
Saturday: PM, Summer	410.00	420.00	2.5%	430	2.4%
Saturday: EVE, Winter	415.00	425.00	2.5%	435	2.4%
Saturday: EVE, Summer	420.00	430.00	2.4%	440	2.3%
Sunday: AM, Winter	590.00	600.00	2.6%	615	2.5%
Sunday: AM, Summer	605.00	615.00	2.5%	630	2.4%
Sunday: PM, Winter	610.00	620.00	2.5%	635	2.4%
Sunday: PM, Summer	620.00	630.00	2.5%	645	2.4%
Sunday: EVE, Winter	625.00	635.00	2.5%	650	2.4%
Sunday: EVE, Summer	630.00	640.00	2.4%	655	2.3%
Public Holiday: AM, Winter	690.00	700.00	3.0%	715	2.1%
Public Holiday: AM, Summer	700.00	710.00	2.2%	725	2.1%
Public Holiday: PM, Winter	710.00	720.00	2.9%	735	2.1%
Public Holiday: PM, Summer	720.00	730.00	2.9%	745	2.1%
Public Holiday: EVE, Winter	730.00	740.00	2.8%	755	2.0%
Public Holiday: EVE, Summer	740.00	750.00	2.8%	765	2.0%
Brydon Room – Ceremony Attendance / Room Hire Fees					
Mon – Thur: AM, Winter	465.00	475.00	2.2%	485	2.1%
Mon – Thur: AM, Summer	475.00	485.00	2.2%	495	2.1%
Mon – Thur: PM, Winter	480.00	490.00	2.1%	500	2.0%
Mon – Thur: PM, Summer	490.00	500.00	2.1%	510	2.0%
Mon – Thur: EVE, Winter	500.00	510.00	2.0%	520	2.0%
Mon – Thur: EVE, Summer	510.00	520.00	2.0%	530	1.9%
Friday: AM, Winter	485.00	495.00	2.1%	505	2.0%
Friday: AM, Summer	495.00	505.00	2.1%	520	3.0%
Friday: PM, Winter	500.00	510.00	2.0%	525	2.9%
Friday: PM, Summer	510.00	520.00	2.0%	535	2.9%
Friday: EVE, Winter	525.00	535.00	1.9%	550	2.8%
Friday: EVE, Summer	535.00	545.00	1.9%	560	2.8%
Saturday: AM, Winter	635.00	645.00	1.6%	660	2.3%
Saturday: AM, Summer	655.00	665.00	1.6%	680	2.3%
Saturday: PM, Winter	665.00	675.00	1.5%	690	2.2%
Saturday: PM, Summer	675.00	685.00	1.5%	700	2.2%
Saturday: EVE, Winter	685.00	695.00	1.5%	710	2.2%
Saturday: EVE, Summer	695.00	705.00	1.5%	720	2.1%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Fee (£)	% Increase/ (Decrease)
Sunday: AM, Winter	735.00	745.00	1.4%	760	2.0%
Sunday: AM, Summer	755.00	765.00	1.3%	780	2.0%
Sunday: PM, Summer	765.00	775.00	1.3%	790	1.9%
Sunday PM, Winter	775.00	785.00	1.3%	800	1.9%
Sunday: EVE, Winter	785.00	795.00	1.3%	810	1.9%
Sunday: EVE, Summer	795.00	805.00	1.3%	820	1.9%
Public Holiday: AM, Winter	835.00	845.00	1.2%	860	1.8%
Public Holiday: AM, Summer	855.00	865.00	1.2%	880	1.7%
Public Holiday: PM, Winter	865.00	875.00	1.2%	890	1.7%
Public Holiday: PM, Summer	875.00	885.00	1.2%	900	1.7%
Public Holiday: EVE, Winter	885.00	895.00	1.1%	910	1.7%
Public Holiday: EVE, Summer	895.00	905.00	1.1%	920	1.7%
Small Hall, Main Hall and Cadogan Suite – Ceremony Attendance / Room Hire Fees					
Mon – Thur: AM, Winter	480.00	500.00	5.5%	515	3.0%
Mon – Thur: AM, Summer	490.00	510.00	5.4%	525	2.9%
Mon – Thur: PM, Winter	495.00	515.00	5.3%	530	2.9%
Mon – Thur: PM, Summer	505.00	525.00	5.2%	540	2.9%
Mon – Thur: EVE, Winter	515.00	535.00	5.1%	550	2.8%
Mon – Thur: EVE, Summer	525.00	545.00	5.0%	560	2.8%
Friday: AM, Winter	500.00	520.00	5.3%	535	2.9%
Friday: AM, Summer	510.00	530.00	5.2%	545	2.8%
Friday: PM, Winter	515.00	535.00	5.1%	550	2.8%
Friday: PM, Summer	525.00	545.00	5.0%	560	2.8%
Friday: EVE, Winter	535.00	555.00	4.9%	570	2.7%
Friday: EVE, Summer	545.00	565.00	4.8%	580	2.7%
Saturday: AM, Winter	660.00	680.00	5.6%	695	2.2%
Saturday: AM, Summer	680.00	700.00	5.4%	715	2.1%
Saturday: PM, Winter	690.00	710.00	5.3%	725	2.1%
Saturday: PM, Summer	700.00	720.00	5.3%	735	2.1%
Saturday: EVE, Winter	710.00	730.00	5.2%	745	2.1%
Saturday: EVE, Summer	720.00	740.00	5.1%	755	2.0%
Sunday: AM, Winter	765.00	785.00	5.5%	800	1.9%
Sunday: AM, Summer	785.00	805.00	5.4%	820	1.9%
Sunday: PM, Winter	795.00	815.00	5.3%	830	1.8%
Sunday: PM, Summer	805.00	825.00	5.2%	840	1.8%
Sunday: EVE, Winter	815.00	835.00	5.2%	850	1.8%
Sunday: EVE, Summer	825.00	845.00	5.1%	860	1.8%
Public Holiday: AM, Winter	870.00	890.00	5.5%	905	1.7%
Public Holiday: AM, Summer	890.00	910.00	5.3%	925	1.7%
Public Holiday: PM, Winter	900.00	920.00	5.3%	935	1.6%
Public Holiday: PM, Summer	910.00	930.00	5.2%	945	1.6%
Public Holiday: EVE, Winter	920.00	940.00	5.1%	955	1.6%
Public Holiday: EVE, Summer	930.00	950.00	5.1%	965	1.6%
Approved Venues – Ceremony Attendance/ Room Hire Fees					
Mon – Thur: AM, Winter	530.00	550.00	2.9%	565	2.7%
Mon – Thur: AM, Summer	540.00	560.00	2.9%	575	2.7%
Mon – Thur: PM, Winter	540.00	560.00	2.9%	575	2.7%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Fee (£)	% Increase/ (Decrease)
Mon – Thur: PM, Summer	550.00	570.00	2.8%	585	2.6%
Mon – Thur: EVE, Winter	560.00	580.00	2.8%	595	2.6%
Mon – Thur: EVE, Summer	570.00	590.00	2.7%	605	2.5%
Friday: AM, Winter	550.00	570.00	2.8%	585	2.6%
Friday: AM, Summer	560.00	580.00	2.8%	595	2.6%
Friday: PM, Winter	560.00	580.00	2.8%	595	2.6%
Friday: PM, Summer	570.00	590.00	2.7%	605	2.5%
Friday: EVE, Winter	580.00	600.00	2.7%	615	2.5%
Friday: EVE, Summer	590.00	610.00	2.6%	625	2.6%
Saturday: AM, Winter	640.00	660.00	2.4%	675	2.3%
Saturday: AM, Summer	660.00	680.00	2.3%	695	2.2%
Saturday: PM, Winter	670.00	690.00	2.3%	705	2.2%
Saturday: PM, Summer	685.00	705.00	2.2%	720	2.1%
Saturday: EVE, Winter	700.00	720.00	2.2%	735	2.1%
Saturday: EVE, Summer	715.00	735.00	2.1%	750	2.0%
Sunday: AM, Winter	745.00	765.00	2.8%	780	2.0%
Sunday: AM, Summer	765.00	785.00	2.7%	800	1.9%
Sunday: PM, Winter	775.00	795.00	2.6%	810	1.9%
Sunday: PM, Summer	790.00	810.00	2.6%	825	1.9%
Sunday: EVE, Winter	775.00	795.00	2.6%	810	1.9%
Sunday: EVE, Summer	790.00	810.00	2.6%	825	1.9%
Public Holiday: AM, Winter	845.00	865.00	2.4%	880	1.7%
Public Holiday: AM, Summer	865.00	885.00	2.4%	900	1.7%
Public Holiday: PM, Winter	875.00	895.00	2.3%	910	1.7%
Public Holiday: PM, Summer	895.00	915.00	2.9%	930	1.6%
Public Holiday: EVE, Winter	905.00	925.00	2.3%	940	1.6%
Public Holiday: EVE, Summer	915.00	935.00	2.2%	950	1.6%
Kensington Town Hall: Mayor's Parlour – Ceremony Attendance / Room Hire Fees					
Mon – Thur: AM, Winter	480.00	500.00	5.5%	510	2.0%
Mon – Thur: AM, Summer	480.00	500.00	5.5%	510	2.0%
Mon – Thur: PM, Winter	480.00	500.00	5.5%	510	2.0%
Mon – Thur: PM, Summer	480.00	500.00	5.5%	510	2.0%
Mon – Thur: EVE, Winter	480.00	500.00	5.5%	510	2.0%
Mon – Thur: EVE, Summer	480.00	500.00	5.5%	510	2.0%
Friday: AM, Winter	480.00	500.00	5.5%	510	2.0%
Friday: AM, Summer	480.00	500.00	5.5%	510	2.0%
Friday: PM, Winter	480.00	500.00	5.5%	510	2.0%
Friday: PM, Summer	480.00	500.00	5.5%	510	2.0%
Friday: EVE, Winter	480.00	500.00	5.5%	510	2.0%
Friday: EVE, Summer	480.00	500.00	5.5%	510	2.0%
Saturday: AM, Winter	585.00	605.00	5.4%	615	1.7%
Saturday: AM, Summer	585.00	605.00	5.4%	615	1.7%
Saturday: PM, Winter	585.00	605.00	5.4%	615	1.7%
Saturday: PM, Summer	585.00	605.00	5.4%	615	1.7%
Saturday: EVE, Winter	585.00	605.00	5.4%	615	1.7%
Saturday: EVE, Summer	585.00	605.00	5.4%	615	1.7%
Sunday: AM, Winter	690.00	710.00	5.3%	725	2.1%
Sunday: AM, Summer	690.00	710.00	5.3%	725	2.1%

Fee Description	2024-25 Fee (£)	2025-26 Fee (£)	% Increase/ (Decrease)	2026-27 Fee (£)	% Increase/ (Decrease)
Sunday: PM, Winter	690.00	710.00	5.3%	725	2.1%
Sunday: PM, Summer	690.00	710.00	5.3%	725	2.1%
Sunday: EVE, Winter	690.00	710.00	5.3%	725	2.1%
Sunday: EVE, Summer	690.00	710.00	5.3%	725	2.1%
Public Holiday: AM, Winter	795.00	815.00	5.3%	830	1.8%
Public Holiday: AM, Summer	795.00	815.00	5.3%	830	1.8%
Public Holiday: PM, Winter	795.00	815.00	5.3%	830	1.8%
Public Holiday: PM, Summer	795.00	815.00	5.3%	835	2.5%
Public Holiday: EVE, Winter	795.00	815.00	5.3%	835	2.5%
Public Holiday: EVE, Summer	795.00	815.00	5.3%	835	2.5%

Summer dates: 1st April – 31st October; Winter dates: 1st November to 31st March.

Appendix F – Fees & Charges Schedule – Exceptions

There is a proposed an overall increase of 2% in the Council's fees and charges from April 2025. All Fees and Charges are considered on an individual basis when considering the applicability of this increase and as a result exceptions can occur based on a number of factors including:

- Consideration of market factors such as current and projected demand for services and how this might relate to price either in isolation or compared to other service providers,
- The cost of delivering the service which may not be directly aligned to inflation,
- Exceptional circumstances such as the COVID-19 pandemic,
- Fees and charges which are set by statute and so are not influenced by Council policy.

These factors may result in individual charges that fall above or below the recommended 2% inflationary increase.

Notable exceptions are listed and explained in the table below and can be referenced to the full schedule of fees and charges in Appendix E.

Directorate	Department	Service	Notes on Proposed Exception	Appendix E Page Number
Environment and Neighbourhoods	Cleaner, Greener and Cultural Services	Pest Control	<p>A review of fees in this service was undertaken when setting the charges for the next financial year and a number of charges were increased due to the increase in price of initial treatment to enable full cost recovery.</p> <p>Fees have been uplifted by 3%</p>	22-24
Environment and Neighbourhoods	Cleaner, Greener and Cultural Services	Leisure	<p>Leisure in Parks</p> <ul style="list-style-type: none"> • Proposed fees are increased between 2.5%-6% for Tennis and Golf so that the inflation rate is comparable to the GLL expenditure budget inflation. <p>Sport Centres</p> <ul style="list-style-type: none"> • The fees for Swimming, Badminton, Hard Play Area (Adults) is proposed to rise between 4.5%-6.8%, although 	5-9

Directorate	Department	Service	Notes on Proposed Exception	Appendix E Page Number
			<p>they still remain the cheapest option compared to competitors in the area</p> <ul style="list-style-type: none"> Costs for table tennis are proposed to rise by 96%-97% as the 2024/25 charge was for 30 mins, but the new charge relates to 1 hour as that is the minimum time allowed to book. For Coached activities and Fitness Gym charges, they have been proposed to increase by between 2.5% and 3% so that inflation rate is comparable to the GLL expenditure budget inflation. Soft Play charges per child over 2 years old and Additional Adult have been removed from the Council's schedule as under the contract, prices are to be set by the supplier. Charges will be published by the leisure provider. 	
Environment and Neighbourhoods	Cleaner, Greener and Cultural Services	Parks	Fees have been uplifted by 3% for Ice House events and exhibitions, as well as donated benches and trees charges	11
Environment and Neighbourhoods	Cleaner, Greener and Cultural Services	Events	<p>The following fees have been uplifted by 3%, which is a +1% increase from the original 2% uplift:</p> <ul style="list-style-type: none"> Events and Promotions in Parks and Public spaces Events and Promotions on the Highway 	17-20
Environment and Neighbourhoods	Cleaner, Greener and Cultural Services	Cemeteries	For Non-Resident Grave purchase, 3x the resident fee has been applied, proposing a 5% increase. When the non-res fees were raised a couple of years ago, the increase was incorrectly applied as +50% on the existing non-resident fee rather than an exact 3x the resident fee. We are proposing to correct that this year.	11-15

Directorate	Department	Service	Notes on Proposed Exception	Appendix E Page Number
			Contractor costs are expected to increase by 5% for Grave Removal and Replacement, so charges are proposed to increase in line by 5%.	
Environment and Neighbourhoods	Cleaner, Greener and Cultural Services	Museums	<p>Entry Charges</p> <ul style="list-style-type: none"> Admission charges for Adults and Children are proposed to be frozen as they have been benchmarked across industry as is at top level of ticketing fee imposed by similar institutions. Concession tickets for 65+ entry are withdrawn and this demographic will be charged at full adult rate to increase income Concession tickets for students and young people are proposed to be held at £9 to encourage uptake and keep in line with youth initiatives and other cultural organisations. <p>Tours</p> <ul style="list-style-type: none"> Fees for Single and Joint Guided Tours are proposed to increase by between 18%-20% as fees were frozen last year, and the increase reflects the needed resource to deliver the service. Fees for Private and Public Evening tours are proposed to increase by between 6%-17%, reflecting cost of keeping house open, tour guides and staffing. Self-guided tours, school visits and family events are proposed to be frozen as they have been benchmarked across industry as is at top level of ticketing fee imposed by similar institutions <p>Lettings</p>	15-17

Directorate	Department	Service	Notes on Proposed Exception	Appendix E Page Number
			<ul style="list-style-type: none"> Charges for lettings (room hire and events) are set to increase for most activities by between 4%-7% as the change has been benchmarked against other similar services, following an analysis of the increased cost of providing these services. The cost of Dinner in Leighton's Dining Room is proposed to increase by 6.7% as this is an exclusive package so the charge reflects the value Dinner in the Garden Room has been withdrawn The cost of a reception in the Garden Room is proposed to rise by 33% as it was frozen last year, due to the business being developed. (More narrative TBC) Weddings at Leighton House - a new package so charge is frozen at £8,400 while business is being developed. 	
Environment and Neighbourhoods	Cleaner, Greener and Cultural Services	Commercial Waste	<p>Recycling and Waste</p> <ul style="list-style-type: none"> Costs related to recycling collection and disposal are to be frozen for the second year in a row to encourage increased recycling rates by businesses. Nil uplift proposed for new containers as the charge covers the costs and the new bin contract has offset increased costs elsewhere. Charges for general waste collection and disposal are proposed to increase by 3% mirroring the anticipated increase in costs <p>Fees for the following services have been uplifted between 2.7%-3.7%</p> <ul style="list-style-type: none"> Bagged Waste and Recycling Wheelie Bin Waste and Recycling Paladins/Chamberlain 	4-5

Directorate	Department	Service	Notes on Proposed Exception	Appendix E Page Number
			<ul style="list-style-type: none"> • Euro Bin Waste and Recycling • Domestic Bin Hire • Bin Repair (Non-RBKC Container) • Container Steam Cleansing • Commercial Bulky Waste Collections • Skip & Compactors 	
Environment and Neighbourhoods	Cleaner, Greener and Cultural Services	Street Cleansing	All charges have been uplifted between 2.9%-3.1%	3
Environment and Neighbourhoods	Cleaner, Greener and Cultural Services	Private Street Sweeping	<p>Charges per hour for Sweeping on weekends have been increased by 3.2%-3.4%</p> <p>Charges per hour for Gullies for all days have been increased by 2.9%-3.8%</p>	5
Environment and Neighbourhoods	Cleaner, Greener and Cultural Services	Garden Waste	Nil uplift proposed for annual subscription and additional garden waste bag collection as the charge covers cost of service, and increases in cost have been offset by claiming VAT back since last year	5
Environment and Neighbourhoods	Planning and Place	Building Control	The cost for Demolition notices, Temporary structures and some Building control fees are proposed to increase by 5% to allow for extra ongoing costs of competence and validation of surveyors	25
Environment and Neighbourhoods	Planning and Place	Local Land Charges	<ul style="list-style-type: none"> • Fees for photocopying/printing A4 has been removed • Fees for photocopying/printing A3 has been uplifted by 42.9% • All other charges have increased between 2.6%-6.4% 	25-26
Environment and Neighbourhoods	Planning and Place	Street Naming and Numbering	All charges have been increased between 2.9%-3.2%	26
Environment and Neighbourhoods	Planning and Place	Planning Policy	All charges have been increased between 2.7%-5.3%	26

Directorate	Department	Service	Notes on Proposed Exception	Appendix E Page Number
Environment and Neighbourhoods	Planning and Place	Development Management	All charges have been increased between 2.9%-3.0%	26-27
Environment and Neighbourhoods	Planning and Place	Planning Applications	Charges for the Fast Track Service has increased by 3%	27
Environment and Neighbourhoods	Planning and Place	Planning Advice Charges and Planning Performance Agreements	All charges have increased by 2.9%-3.0%	27-31
Environment and Neighbourhoods	Transport and Regulatory Services	Parking Services	<ul style="list-style-type: none"> Resident Parking Permits -This charge is based on CO2 emissions and as the council is freezing the £1 g/km charge, the inflationary increase of 4% across the full cost of the average annual permit is achieved by an increase of 14.5% in the base permit price. The cost of parking suspensions is set to increase by 4%, with the exception of suspensions up to 5 days duration where the charge is set to be frozen. The cost of visitor parking is set to increase by 4%. 	40-47
Environment and Neighbourhoods	Transport and Regulatory Services	Private Sector Housing	<p>Additional and Mandatory HMO Licensing Fee</p> <ul style="list-style-type: none"> After a review of the previous charging model for HMO Licensing completed September 2024, a new charging scheme has been applied, proposing notable uplifts of 198% for Administrative Fees up to 5 units, and 40% for Enforcement Fees over a 5 year scheme. <p>Empty Homes Exemption certificates are proposed to increase by 35% following a review by the OSU team advising that time taken to administer certificate is 1.25 hours, and VAT is variable</p>	34

Directorate	Department	Service	Notes on Proposed Exception	Appendix E Page Number
			<p>depending on number of years property is vacant, increasing the cost.</p> <p>Hourly Rates</p> <ul style="list-style-type: none"> Hourly rates for service of notices, orders and HMO licensing for officers and managers are proposed to decrease by 12-13% as reduced employer contribution reduces the hourly rate 	
Environment and Neighbourhoods	Transport and Regulatory Services	Environmental Health	<p>Officer Hourly Rates</p> <ul style="list-style-type: none"> Hourly rates for Head of Service, Manager and Officers are proposed to decrease by between 7-10.5% as reduced employer pension contribution has reduced their hourly rate Admin Officer rates are proposed to rise by 7.6% as a grade review has removed all grade C posts, and are now all grade D. 	32
Environment and Neighbourhoods	Transport and Regulatory Services	Highways	<p>Technical approval of highways for Category 0-3 are forecasted to increase by 2.7-2.8% as there is expected contract indexation of the external supplier</p> <p>The Road Layout search fee has been withdrawn for 2025/26 due to lack of use.</p> <p>The cost for Placing Amenities on Public Highways for Banners and Erection of Temporary Signs has increased by 3%</p> <p>The cost for Regulation and Enforcement services has increased by 3%</p> <p>The cost for Search Fees (Highway status Enquiries has increased by 3%.</p>	36-38

Directorate	Department	Service	Notes on Proposed Exception	Appendix E Page Number
Chief Executive	Communities	Registrars	Ceremony Attendance and Room Hire Fees for the Harrington Room, Kensington Town Hall Mayor's Parlour, Rossetti Room, Small Hall, Main Hall, Cadogan Suites, and other approved venues are proposed to increase above the recommended 2%. Fees which have an increase between 2.5-3.5%, are reflective of increasing staffing costs whilst remaining competitive. Fees which have been increased between 4.65-5.7% are proposed so that they can accurately cover the cost of delivering the ceremony.	63-69
Children's Services	Education	Early Years Service	All fees have been uplifted by 4%, this is still below other local nurseries day rates. Increases in weekly food and other costs have increased more than 4% and there is no extra for meals to all children if they access only the funded offer or if their child attends a nursery for additional hours. Parents are aware that the nursery rate can increase on an annual basis.	62
Children's Services	Libraries and Archives	Libraries and Archives	<p>Reproduction</p> <ul style="list-style-type: none"> The 20% proposed increase to Reference Image production costs is to keep in-line with the self service fee. <p>Archives</p> <ul style="list-style-type: none"> The proposed increase of 4% is due to a bi-annual increase of £2 as per the long term contract agreement <p>Room Hire</p> <ul style="list-style-type: none"> The proposed increases of 4.8% are to keep in-line with service costs 	58-61
Resources and Customer Delivery	Legal and Governance Services	Legal Services	A 4% uplift has been applied to Mortgages and Charges to increase cost in line with process costs	49
Resources and Customer Delivery	Customer Delivery	Corporate Safety	Uplift of 2.5% has been applied to Category C	50-51

Directorate	Department	Service	Notes on Proposed Exception	Appendix E Page Number
			Uplift of 3.2% has been applied to Category D for 3.75 hr days	
Resources and Customer Delivery	Customer Delivery	Council Tax	Costs for Summons have been increased by 10.7%, and Liability have been decreased by 16% as per demand and process costs	50
Resources and Customer Delivery	Customer Delivery	Conference and Events	Uplifts between 3-18.8% have been applied across charges for Kensington Town Hall, Chelsea Old Town Hall and Orangery	51-56

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The Royal Borough of Kensington and Chelsea

KEY DECISION

Report Title: Treasury Management Mid-Year Report 2024/25

Date: 13 November 2024

Decision Maker	Cllr Johnny Thalassites
Reporting Officer	Mike Curtis, Executive Director of Resources
Key Decision number	KD1010532
Access to information	Public
Wards	All

1. EXECUTIVE SUMMARY

- 1.1. This is the treasury management activity report for the period from 1 April 2024 to 30 September 2024.
- 1.2. The purpose of this report is to present the Council's half-year treasury management activity, to 30 September 2024.
- 1.3. The treasury management activity report covers:
 - Economic background
 - Treasury position as at 30 September 2024
 - Delivery of the Treasury Management Strategy for 2024/25
 - Treasury borrowing
 - Capital expenditure and borrowing limits
 - Compliance with treasury limits

2. RECOMMENDATIONS

The Leadership Team is recommended to:

- 2.1. Agree to refer the Treasury Management Mid-Year Report 2024/25 to the Full Council and Audit and Transparency Committee for information.

3. ECONOMIC BACKGROUND

- 3.1. UK headline consumer price inflation remained around the Bank of England target later in the period, falling from an annual rate of 3.2% in March 2024 to 2.0% in May 2024 before rebounding in June to 2.2%, where it remained

through to August. September 2024 inflation came in lower than expected at 1.7%.

- 3.2. The UK economy continued to expand over the period, albeit slowing from the 0.7% gain in the first 2024 calendar quarter to 0.5% (revised down from 0.6%) in the second quarter. BoE expects GDP growth of 0.3% in the third quarter in 2024, marginally weaker than the 0.4% rate that had been forecast in the MPC's August report.
- 3.3. With CPI inflation lower, the Bank of England cut the Bank Rate from 5.25% to 5.00% at the August 2024 Monetary Policy Committee meeting. The decision was finely balanced, voted by a 5-4 majority with four members preferring to hold at 5.25%. At the September 2024 Monetary Policy Committee meeting, committee members voted 8-1 for no change at 5.00%, with the lone dissenter preferring Bank Rate to be cut again to 4.75%. The meeting minutes and vote suggested a reasonably hawkish tilt to rates, with sticky inflation remaining a concern among policymakers.
- 3.4. The latest Bank of England Monetary Policy Report, published in August 2024, showed policymakers expected GDP growth to fall back from 2025 onwards after strong growth in 2024. Unemployment was forecast to stay around 4.5%, but the 'vacancies to unemployment' ratio had returned to its pre-pandemic average at the start of Q2 2024. A Bank staff indicator model suggested that underlying unemployment had increased steadily over the past few quarters. While inflation was shown picking up in the latter part of 2024 as the previous years' energy price declines fell out of the figures before slipping below the 2% target in 2025 and remaining there until early 2027.
- 3.5. The Council's treasury consultant, Arlingclose, maintains its central view that the Bank Rate will fall from the 5.25% peak, with the first cut in August 2024 being followed by a series of further cuts, with November 2024 the likely next one, taking the Bank Rate down to around 3.00% by the end of 2025.
- 3.6. Arlingclose's interest rate and gilt yield forecast is set out in Table 1:

Table 1: Interest Rate and Gilt Yield Forecast

	Current	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27
Official Bank Rate													
Upside risk	0.00	0.25	0.50	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	5.00	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Downside risk	0.00	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
3-month money market rate													
Upside risk	0.00	0.25	0.50	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	4.95	4.80	4.30	3.80	3.30	3.05	3.10	3.10	3.15	3.15	3.15	3.15	3.15
Downside risk	0.00	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
5yr gilt yield													
Upside risk	0.00	0.75	0.85	0.95	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.75	3.60	3.50	3.45	3.40	3.40	3.40	3.40	3.45	3.50	3.55	3.55	3.55
Downside risk	0.00	-0.45	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65
10yr gilt yield													
Upside risk	0.00	0.75	0.85	0.95	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.91	3.90	3.80	3.75	3.70	3.70	3.70	3.70	3.75	3.80	3.80	3.80	3.80
Downside risk	0.00	-0.45	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65
20yr gilt yield													
Upside risk	0.00	0.75	0.85	0.95	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	4.40	4.35	4.20	4.20	4.20	4.20	4.20	4.20	4.25	4.30	4.35	4.35	4.35
Downside risk	0.00	-0.45	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65
50yr gilt yield													
Upside risk	0.00	0.75	0.85	0.95	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	4.01	4.00	3.80	3.80	3.80	3.80	3.80	3.80	3.85	3.90	3.95	3.95	3.95
Downside risk	0.00	-0.45	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%; PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB HRA Rate (Maturity Loans) = Gilt yield + 0.40%; UKIB Rate (Maturity Loans) = Gilt yield + 0.40%

4. TREASURY POSITION AS AT 30 SEPTEMBER 2024

- 4.1. The Council's debt and investment positions at the beginning and end of the half year were as follows:

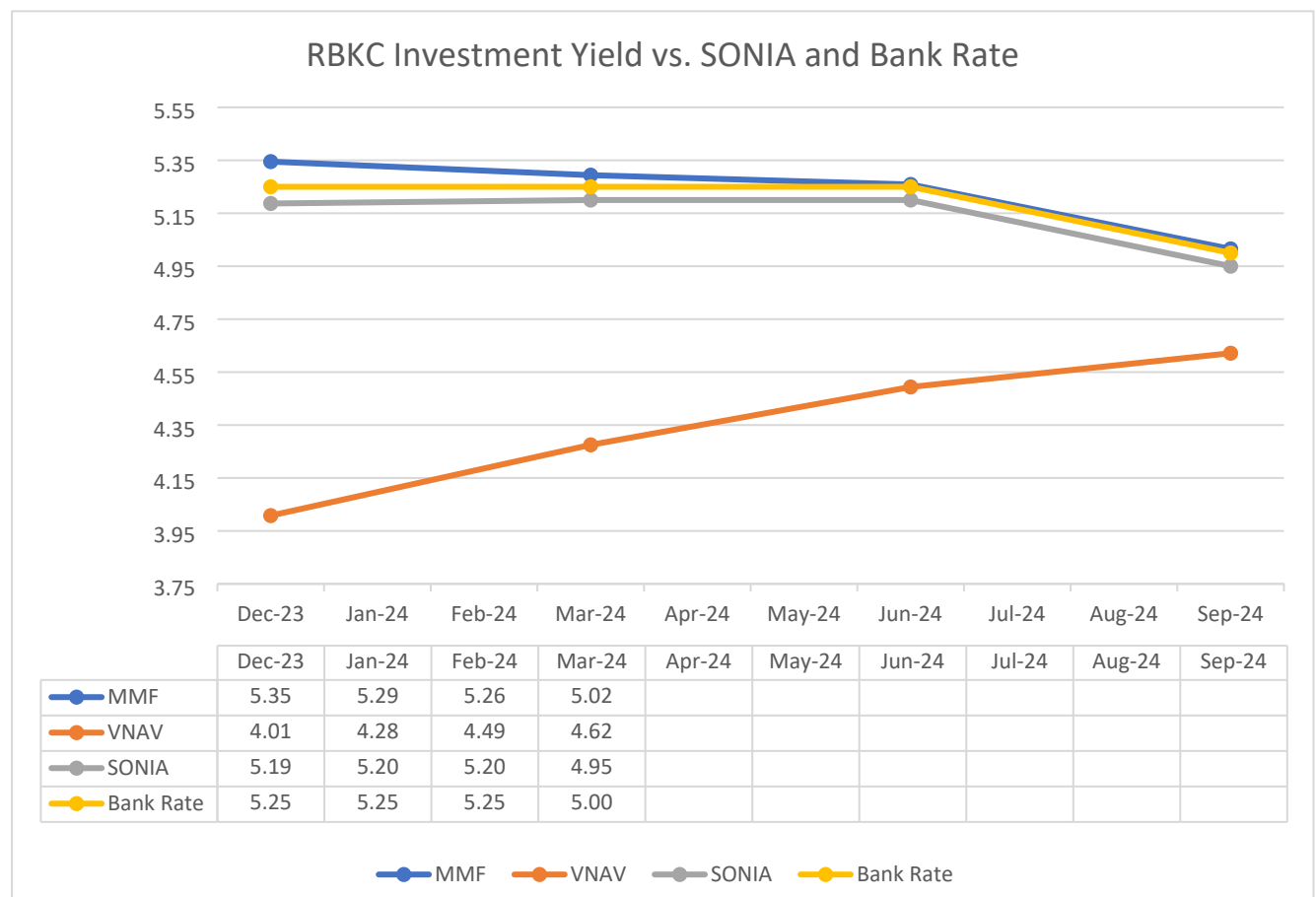
Treasury Position as at 30 September 2024				
£m	Principal	Rate	Principal	Rate
	30-Sep-24 £m	30-Sep-24 £m	31-Mar-24 £m	31-Mar-24 £m
Fixed Rate Borrowing				
Public Works Loan Board	-382.94	3.89%	-342.04	3.88%
Loan Total	-382.94	3.89%	-342.04	3.88%
Investments				
VNAV Fund	23.49	4.62%	23.27	4.28%
Money Market Funds	44.90	5.02%	15.95	5.29%
Deposit Total	68.39	4.88%	39.22	4.69%
Net Cash Balance	-314.55		-302.82	

- 4.2. The following table provides a summary of how the portfolio was invested as at 30 September 2024:

Portfolio Allocation as at 30 September 2024				
Counterparty Type	Investment Type	Amount £m	Percentage of Total Investment	Weighted Average Rate of Return
Money Market Funds	MMF	44.90	65.65%	5.02%
RLAM Investment Grade Bond Fund	VNAV Fund	23.49	34.35%	4.62%
Total		68.39	100.0%	4.88%

*VNAV Fund weighted average rate of return is based on distributions

- 4.3. **Appendix B** shows the volume and value of investments made with approved lending list counterparties.
- 4.4. The Graph below shows the average return of investments versus Sterling Overnight Index Average (SONIA) and the Base Rate.



5. TREASURY MANAGEMENT STRATEGY FOR 2024/25

- 5.1. The Treasury Management Strategy Statement (TMSS) for 2024/25 was approved by Full Council on 28 February 2024 and was set during a time of higher interest rates and inflation, a weakening economic outlook, an uncertain political climate due to an upcoming general election, together with wars in Ukraine and the Middle East. The Bank of England had increased the Bank Rate to 5.25% and CPI inflation was 4.0%.
- 5.2. At the time, gilt yields were expected to eventually fall from current levels (amid continued volatility), reflecting the lower medium term path for the Bank Rate. Yields on the other hand were expected to remain relatively higher than in the past, due to quantitative tightening and significant bond supply.
- 5.3. After substantial rises in interest rates since 2021, many central banks have now begun to reduce rates, albeit slowly. Gilt yields were volatile over the six-month period and have reduced slightly between April and September 2024. Much of the downward pressure from lower inflation figures was counteracted by upward pressure from positive economic data. Data from the US continues to impact global bond markets, including UK gilt yields.
- 5.4. The Council has continued to follow its borrowing strategy although, with lower levels of cash balances, this has limited investment opportunities to Money Market Funds to ensure sufficient liquidity is maintained.
- 5.5. Benchmark rates fell throughout Q1 and Q2 for 2024/25, with the Council's investments performing above the SONIA benchmark. The following table shows the weekly average of the Council's performance, excluding the Short Dated Corporate Bond against Sterling Overnight Index Average (SONIA) rate.

Cash Yields Relative to SONIA			
Quarter Ended	Balance £m	Weighted Average Rate %	Average Sonja rate %
Q1	33.03	5.25%	5.20%
Q2	36.58	5.13%	4.95%
Average 1 April - 30 September 2024	34.81	5.18%	5.10%

- 5.6. The Council's budgeted investment return for the year on external investment is £2.713m. Investment income for the mid-year to 30 September 2024 is £1.047m, with a total projection of £3.004m interest earned for the financial year 2024/25. This is derived from interest earned on cash

holdings. The RLAM Investment Grade Bond Fund (VNAV Fund) received a coupon income of £0.556m for April to September 2024, as detailed in the following table.

Investment Grade Bond Fund Income Distribution as at 30 September 2024	
Date	Income Distribution
30-Jun-24	273,394.45
30-Sep-24	282,762.25
Total	556,156.70

- 5.7. The average cash balance held by the Council over the period was £58.084m (including the allocation to the RLAM Investment Grade Bond Fund between 1 April and 30 September 2024).
- 5.8. The capital value of the RLAM Investment Grade Bond Fund (VNAV) at 31 March 2024 was £23.272m. As at 30 September 2024, it is £23.487m, an upward movement of 0.92%. This represents a capital loss of 6.05% since inception.

6. TREASURY BORROWING

- 6.1. The Council has an increasing capital financing requirement (CFR). In the year to date two new PWLB loans were taken out for the HRA. This consisted of a five years and six months fixed maturity loan at a rate of 4.16% received in August 2024 and an 11-year fixed equal instalments of principle loan at a rate of 4.05% received in September 2024.
- 6.2. Following the implementation of the self-financing initiative, the Housing Revenue Account (HRA) has continued to be partly funded using the Council's general fund cash reserves. The HRA has paid interest to the general fund (GF) for the use of this money. This is charged at a fixed rate of 2.14%.
- 6.3. It is anticipated that the Council will take additional new external borrowing this financial year for both the HRA and GF. Officers will monitor the market for favourable borrowing opportunities and assess the possibility of loans from local authorities, banks and the PWLB market to fund its capital programme and achieve the most favourable rates for the Council.
- 6.4. The Council's loan portfolio is solely fixed rate and with the higher interest rates on investment balances, the council's net cost of carry has narrowed as the returns on the Council's cash have increased.

7. CAPITAL EXPENDITURE AND BORROWING LIMITS

- 7.1. As at 30 September 2024, the total forecast for capital spending in 2024/25 was £184.3m, which was below the budgeted amount of £192.7m. An update to this position will be reported to the Leadership Team as part of the budget monitoring process.

8. COMPLIANCE WITH TREASURY LIMITS

- 8.1. During the financial year, the Council operated within the treasury limits. The detailed outturn for Treasury Management Prudential Indicators is shown in **Appendix A**.
- 8.2. Other non-Treasury related Prudential Indicators are set and monitored as part of the Council's Budget process.

9. LEGAL IMPLICATIONS

- 9.1. The Local Government Act 2003 provides that a local authority has the power both to borrow and invest money for any purpose relevant to its functions and for the prudent management of its financial affairs. Section 3(1) and (2) of the 2003 Act requires the Council to determine and to keep under review how much money it can afford to borrow.
- 9.2. The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended by the 2008 Regulations, provide that, in complying with this duty, the Council must have regard to the statutory code of practice published by CIPFA, Prudential Code for Capital Finance in Local Authorities (referred to in regulation 2 of the 2003 Regulations).
- 9.3. The Council must also take into account the CIPFA guidance for Good and Sustainable Financial Management in local authorities and the Treasury Management Code of Practice.

Mike Curtis
Executive Director of Resources and Assets

Supporting papers: CIPFA Code of Practice on Treasury Management for the Public Sector

MHCLG Guidance on Local Government Investments

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Created by Corporate Finance (officer's initial) [LT]

Cleared by Legal Services (officer's initial) [KS]

Cleared by Comms (officers' initial) [ATC]

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**RBKC TREASURY MANAGEMENT PRUDENTIAL INDICATORS
2024-25**

Indicator	Approved Limit	No. of days Limit Exceeded	Actual Debt as at 30 Sep 2024
	£m		£m
Authorised Limit ⁽¹⁾	820.0	None	382.9
Operational Boundary ⁽²⁾	720.0	None	382.9

Interest Rate Exposure	Lower Limit	Upper Limit	Actual as at 30 Sep 2024
Fixed Rate Debt	0%	100% of total debt	100% total debt
Variable Rate Debt	0%	50% of total debt	0

Maturity Structure of Borrowing	Lower Limit	Upper Limit	Actual as at 30 Sep 2024
Under 1 year	0%	30%	8.66%
1 year to 2 years	0%	30%	2.73%
2 years to 5 years	0%	30%	11.24%
5 years to 10 years	0%	60%	29.28%
Over 10 years	0%	100%	48.09%

Notes

(1) The Authorised Limit is the maximum requirement for borrowing considering maturing debt, capital programme financing requirements and the ability to borrow in advance of need for up to two years ahead.

(2) The Operational Boundary is the expected normal upper requirement for borrowing in the year.

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APPENDIX B

RBKC – TREASURY MANAGEMENT PRUDENTIAL INDICATORS

a

Principal Outstanding

Royal Borough of Kensington and Chelsea (Accounts: GENERAL FUND, HRA)

As At: 30/09/2024



Class	Type	Deal Ref	Start / Purchase Date	Maturity Date	Counterparty	Profile	Rate	Principal O/S (£)
Deposit	MMF	1621			Federated Prime Rate Sterling Liquidity Fund	Maturity	5.0204%	-30,000,000.00
Deposit	MMF	1854			Aberdeen Sterling Fund	Maturity	5.0052%	-14,800,000.00
Deposit	MMF	1862			BNP Paribas Institutional Cash Fund	Maturity	4.9802%	-100,000.00
MMF Total							5.0153%	-44,900,000.00
Deposit	VNAV Fund	1930			Royal London Investment Grade Bond Fund	Maturity	0.0000%	-23,271,716.26
VNAV Fund Total							0.0000%	-23,271,716.26
Deposit Total							3.3032%	-68,171,716.26
Loan	Fixed	485256	01/03/01	28/02/25	PWLB	Maturity	4.7500%	2,980,000.00
Loan	Fixed	485257	01/03/01	28/02/25	PWLB	Maturity	4.7500%	9,720,000.00
Loan	Fixed	484438	28/06/00	07/06/25	PWLB	Maturity	4.8750%	10,000,000.00
Loan	Fixed	480087	13/10/97	27/09/27	PWLB	EIP	6.3750%	12,300.00
Loan	Fixed	480086	13/10/97	27/09/27	PWLB	Maturity	6.3750%	3,000,000.00
Loan	Fixed	67859	01/12/50	01/11/28	PWLB	Annuity	3.0000%	491.38
Loan	Fixed	67860	01/11/13	01/11/28	PWLB	Annuity	3.0000%	173.44
Loan	Fixed	711018	13/03/24	13/03/29	PWLB	EIP	6.1300%	20,905,200.00
Loan	Fixed	673626	09/11/23	10/05/29	PWLB	Maturity	5.0500%	11,000,000.00
Loan	Fixed	684102	15/12/23	17/12/29	PWLB	Maturity	4.7500%	30,000,000.00
Loan	Fixed	755744	29/08/24	28/02/30	PWLB	Maturity	4.1600%	20,000,000.00
Loan	Fixed	483158	19/10/99	27/03/30	PWLB	Maturity	4.8750%	7,500,000.00
Loan	Fixed	489489	21/12/04	09/06/30	PWLB	Maturity	4.5000%	10,000,000.00
Loan	Fixed	668183	19/10/23	19/10/30	PWLB	Maturity	5.0600%	11,000,000.00
Loan	Fixed	67883	01/11/13	01/11/30	PWLB	Annuity	3.0000%	1,856.32
Loan	Fixed	67861 newest	01/11/13	01/11/30	PWLB	Annuity	3.0000%	800.14
Loan	Fixed	489985	20/05/05	11/08/31	PWLB	Maturity	4.4500%	5,000,000.00
Loan	Fixed	668185	19/10/23	19/10/33	PWLB	EIP	4.7000%	8,550,000.00
Loan	Fixed	673624	09/11/23	10/05/34	PWLB	EIP	4.6500%	8,181,818.18
Loan	Fixed	684087	15/12/23	15/12/34	PWLB	EIP	4.3500%	19,090,909.09
Loan	Fixed	763301	27/09/24	26/09/35	PWLB	EIP	4.0500%	25,000,000.00
Loan	Fixed	490704	21/11/05	21/11/35	PWLB	Maturity	4.2500%	5,000,000.00
Loan	Fixed	506535	03/11/17	03/11/37	PWLB	Maturity	2.7300%	25,000,000.00
Loan	Fixed	506536	03/11/17	03/11/42	PWLB	Maturity	2.7800%	25,000,000.00
Loan	Fixed	509141	05/04/19	05/04/44	PWLB	Maturity	2.4500%	25,000,000.00
Loan	Fixed	490984	11/01/06	25/09/46	PWLB	Maturity	3.9500%	5,000,000.00
Loan	Fixed	491055	23/01/06	25/09/47	PWLB	Maturity	3.7000%	10,000,000.00
Loan	Fixed	506537	03/11/17	03/11/47	PWLB	Maturity	2.7300%	25,000,000.00
Loan	Fixed	506538	03/11/17	03/11/52	PWLB	Maturity	2.6400%	25,000,000.00
Loan	Fixed	509142	05/04/19	05/04/54	PWLB	Maturity	2.3500%	25,000,000.00
Loan	Fixed	481039	18/06/98	07/06/58	PWLB	Maturity	5.3750%	10,840,000.00
Loan	Fixed	481040	07/12/13	07/06/58	PWLB	EIP	5.5000%	158,666.43
Fixed Total							3.8879%	382,942,214.98
Loan Total							3.8879%	382,942,214.98

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